

**MTUBATUBA MUNICIPALITY****INTEGRATED DEVELOPMENT PLAN: SECOND CYCLE: 2006-2011
SECOND REVIEW: PLANNING YEAR: 2008-2009
FOR FINANCIAL YEAR: 2009-2010****SECTION C: INTEGRATED STRATEGIC
DEVELOPMENT FRAMEWORK**

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X INTRODUCTION TO THE STRATEGIC DEVELOPMENT FRAMEWORK, IDP VISION, GOAL AND MISSION STATEMENT AND NATIONAL KEY PERFORMANCE AREAS (KPA'S) FOR 2009

1.0 KEY DEVELOPMENT ISSUES CONFIRMED BY THE RF AND COUNCIL

- 1.1 Early in the preparation of the IDP (2001-2002) the Mtubatuba Representative Forum and Council workshopped and identified broad categories of development which would have to be addressed in order to achieve the goals of developmental local government. Twenty three broad developmental categories have formed the basis of the strategic development framework for the Mtubatuba IDP and are listed as follows:

- 1.1.1 spatial;
- 1.1.2 environmental;
- 1.1.3 population;
- 1.1.4 local economic development;
- 1.1.5 tourism;
- 1.1.6 location and marketing of Mtubatuba municipal area;
- 1.1.7 community safety and security;
- 1.1.8 land claims;
- 1.1.9 housing and settlement;
- 1.1.10 physical infrastructure;
- 1.1.11 transport and infrastructure;
- 1.1.12 telecommunication and technology;
- 1.1.13 community facilities and services;
- 1.1.14 health;
- 1.1.15 recreation;
- 1.1.16 women;
- 1.1.17 children and youth;
- 1.1.18 aged and disabled;
- 1.1.19 education, skills and training;
- 1.1.20 HIV / Aids;
- 1.1.21 disaster management;
- 1.1.22 municipal transformation, financial and administrative efficiency; and
- 1.1.23 ISimangaliso Wetland Park (Park).

2.0 GROUPING OF ISSUES INTO SIX STRATEGIC AREAS, TO INFORM THE STRATEGIES PHASE

- 2.1 In order to make these areas meaningful in managing development and growth the RF set about grouping each and every identified category into a meaningful strategic focus area to facilitate the concept of developmental local government. Each category shows that the main issues as identified by the RF were summarised and strategic focus areas identified.
- 2.2 It was accordingly resolved to group the content of the list into six key strategic focus areas, set out below, which were accepted by the RF and adopted by Council.

- 2.3 Mtubatuba's Six Strategic Focus or Key Performance Areas (KPA's), from 2001 to 2009, which were modified over time, to accommodate / align with the National KPA's, are:

- 2.3.1 Local economic development;
- 2.3.2 Environmental protection and enhancement;
- 2.3.3 Community welfare and protection;
- 2.3.4 Physical infrastructure and services;
- 2.3.5 Spatial Planning;
- 2.3.6 Achieving efficient municipal, institutional, administrative and financial capacity.

- 2.4 Over the last eight years the National DPLG has identified its own sets of KPA's which have slowly filtered down to local level requiring the restructuring of local strategic frameworks and KPA's. National Government first provided one set of KPA's followed by a second set of KPA's which seem to be currently accepted and are listed below.

- 2.5 The second set of National KPA's are:

- 2.5.1 Service delivery and infrastructure;
- 2.5.2 Institutional arrangements;
- 2.5.3 Financial viability and management;
- 2.5.4 Good governance and community participation;
- 2.5.5 Local economic development; and
- 2.5.6 Spatial Analysis.

the KPA's being those which would most meaningfully contribute to the upliftment of the quality of life of all the communities living in any municipal area. However, in view of Mtubatuba's proximity to the iSimangaliso Wetland Park (Wetland Park) Environmental protection and enhancement is a very important component of Mtubatuba's KPA's, not only as a gateway to the eco-tourism ethic of the Wetland Park but also to upgrade, enhance and protect its own natural environment and visual ambience providing healthy open space for its communities, in terms of the Constitutional Bill of Rights.

- 2.6 The National KPA's, set out above, are interwoven throughout the Mtubatuba IDP and the Municipality is satisfied that its Strategic Focus or Key Performance Areas are in line with the National KPA's, address all the issues and are more comprehensive.
- 2.7 In March 2009 the National Criteria for developing a Credible IDP were adjusted in order to stipulate that the Spatial Development Analysis and Rationale is fundamental for sustainable development, where the Municipal Spatial Development Framework (SDF) should allocate key land for specifically identified future development nodes and corridors in order to achieve sustainable development in line with national and provincial programmes and strategies. Spatial development planning, with associated capital infrastructure projects is, thus, highlighted as a Key Focal Area, in addition to the Five that comprise the Five Year Strategic Agenda for Local Government.

3.0 ALIGNMENT OF MTUBATUBA'S SIX STRATEGIC OR KEY PERFORMANCE AREAS WITH THE NATIONAL KEY PERFORMANCE AREAS (KPA's) FOR EASE OF THE IDP EVALUATION PROCESS DURING MARCH OF EACH YEAR

COMPARISON OF NATIONAL KPA'S BEFORE 2009: PRIORITISED KEY FOCAL AREAS	
NATIONAL PRIORITISED KEY FOCAL AREAS BEFORE 2009	MTUBATUBA KEY FOCAL AREAS 2001-2009
Service delivery and infrastructure (No Equivalent National KPA)	Service Delivery and Infrastructure
Institutional arrangements	Community welfare and protection
Financial viability and management	Achieving efficient municipal, institutional, administrative and financial capacity
Good governance and community participation	
Local economic development	Local economic development
Spatial Analysis	Spatial Analysis and Planning
(No Equivalent National KPA)	Environmental protection and enhancement

COMPARISON OF NATIONAL KPA'S IN MARCH 2009: PRIORITISED KEY FOCAL AREAS	
THIRD SET OF NATIONAL KEY FOCAL AREAS (MARCH 2009)	MTUBATUBA KEY FOCAL AREAS ADJUSTED TO NATIONAL PRIORITISATION
Spatial Development Framework	Spatial Development Framework
Service delivery	Physical Infrastructure and Service Delivery
Sustainable Economic Growth and Development and LED	Local economic development
Financial viability	Achieving efficient municipal, institutional and organisational capacity and financial viability
Institutional arrangements	
Governance and Organisational Development	
(No Equivalent National KPA)	Community welfare and protection
(No Equivalent National KPA)	Environmental protection and enhancement

4.0 THE IDP VISION AND IDP GOAL

- 4.1 At the first meeting of Council for the Second Cycle of the IDP Preparation Process, it was resolved that the **Vision** for Mtubatuba as prepared in 2003 would remain as follows:

MTUBATUBA IDP AND MUNICIPAL VISION

***Mtubatuba – with its people, for its people –
the vibrant, prosperous eco-tourism and development
Heartland of Umkhanyakude, KwaZulu-Natal***

- 4.2 The IDP **Goal** as set out below was originally prepared by the RF and Council to be its Vision. However, in his comments the MEC for Local Government requested that the Municipality simplifies the vision, which was changed as set out above. It was however, resolved that the original IDP Vision becomes the IDP Goal.

IDP GOAL
<p><i>For all our people to work together so as to enhance their lives with dignity and mutual respect within an economically stable, representative, democratic, safe, clean and protected environment;</i></p> <p><i>Provided with access to health services, education, training facilities and employment opportunities;</i></p> <p><i>Where their diverse capabilities, interests and needs are recognised within the context of the opportunities and constraints offered by the natural, physical, economic, social, agricultural, financial and institutional resource base of the Mtubatuba Municipality;</i></p> <p><i>Thereby enriching such assets in the unified quest of establishing Mtubatuba as the services gateway to the Umkhanyakude District, which is the eco-tourism gem of KwaZulu-Natal</i></p>

5.0 THE MUNICIPAL AND IDP MISSION STATEMENT

- 5.1 To ensure democratic, open, transparent and accountable governance and mutual tolerance and respect, enhancing personal dignity and a sense of well-being and civic pride in terms of the South African Constitution and Bill of Rights
- 5.2 To focus on the Constitutional mandate and White Paper on Local Government of creating a developmentally oriented local government institution
- 5.3 To work within the vision for, and framework of, co-operative spheres of governance set out in the Constitution and the Local Government Municipal Systems Act and its Associated Regulations for preparing and implementing the IDP and for preparing and implementing the Spatial Development Framework. Become an active participant together with National, Provincial, District and other Local governments by keeping abreast of all reports and communications provided by National and Provincial Government to guide the IDP and Municipal management processes and sharing information with adjacent local municipalities;
- 5.4 To have coordinated, efficient and strong administration by ensuring that all Departments within the municipality work closely together and align their functions

- 5.5 To strengthen participative, institutional and administrative structures which, based on shared and communicated values and inputs, will ensure accepted, implementable and sustainable planning, development and management decisions. In this regard a Communication and Participation Plan has been prepared (See Section A)
- 5.6 To enhance, and establish where necessary, effective communication structures so as to ensure mutual understanding, and implementation, of growth, development and management needs and to enable such to take place and be managed effectively and efficiently
- 5.7 To encourage strong Political, Traditional and Community leadership, based on gender sensitivity and equity, combining with a unity of purpose and action, transmitted to, and from, the communities (See Sections A and C)
- 5.6 To ensure equitable, shared, affordable and realistic access by all communities to land and basic needs satisfaction and phasing, in a well planned programme of strategic actions and spatial planning, based on the assessed needs of Mtubatuba (Section B) for the development and delivery of:
 - 5.6.1 physical infrastructure to ensure community access to potable water and proper sanitation, roads to link the communities to one another and to commercial and employment opportunities, electrical power and street lighting, waste management areas and a local cemetery;
 - 5.6.2 planning and approval processes for the benefit of the community and the municipality (land use scheme);
 - 5.6.3 land for the location of all the necessary social, educational and training and telecommunications facilities and informing the relevant national and provincial departments of the needs and also accessing funding for the development thereof (Section D);
 - 5.6.4 a spatial development framework and associated land use scheme for the whole municipal area in order to harness effectively and efficiently the potentials of the municipality (Sections C and D)
 - 5.6.3 recreational areas and associated infrastructure to enhance community well-being (Sections C and D);
 - 5.6.4 health facilities to address the full spectrum of health and development needs of the people from before birth, through birth to death and to be informed of, and assist in managing health hazards and epidemics and the associated impacts on the communities from HIV/AIDS, malaria, anthrax and cholera (Spatial and Implementation Frameworks);
 - 5.6.5 land and housing programmes to address the critical shortage and to ensure community access to permanent structures for quality of life and protection from the weather (Housing Plan);
 - 5.6.6 entrepreneurial, wealth creating, economic development, to alleviate poverty in the first instance and to ensure a financially stable and viable community and a well organised and financially viable municipality able to undertake all of its tasks and provide the services which it is required to do (Section C: LED);

- 5.6.7 programmes for community safety and security and a clean, beautiful and safe municipal environment (Section C: Community Health, Safety and Security); and
 - 5.6.8 disaster management facilities and capacity through awareness, training and participation in district programmes (Section C: Community Health, Safety and Security)
 - 5.7 To provide ongoing capacity building of the municipal institutional structures, through training and skills development by calling in, and learning from, expert professional, administrative and financial advice (Section C and Performance Management)
 - 5.8 To harness sufficient administrative, industrial, business, tourist, agricultural, forestry, environmental, conservation, educational, social and recreational infrastructure and capacity, in order to implement the IDP and its programmes in a structured manner, through:
 - 5.8.1 consistent application of the principles of co-ordinated, harmonious, orderly, coherent and sustainable development in spatial planning and equitable development management required in terms of the DFA Principles and the MSA spatial Framework Regulations;
 - 5.8.2 encouraging the various urban, agricultural, conservation and recreation land use components to enhance the locational and spatial integration of, and the rational, equitable and efficient use of land within, the municipal area so as to ensure variety, interest and choice and to implement the requirements of relevant legislation;
 - 5.8.3 sourcing the various government initiatives and programmes to encourage and assist in all areas of development need and addressing the key focal areas (Section C);
 - 5.8.4 attracting international, national, provincial, district and local development funding for well-planned, orderly, participatory and well-managed development projects through a very well planned programme of applications and correspondence having assessed the funding which is available for local municipalities;
 - 5.8.5 creating determination in the communities to grasp and build upon entrepreneurial and employment opportunities identified during the IDP process and facilitated by municipal decision-making, land availability and implementation, understanding and implementing the principles of ASGISA; and
 - 5.8.6 building community-based partnerships for delivery and management programmes, acknowledging the importance of both large commercial and industrial and the small, micro and medium enterprises which contribute to wealth creation and economic development and stability (ASGISA),
- so as to ensure the ongoing upliftment of the quality of life of all of the people

- 5.9 To address the complex and sensitive settlement and land issues, which the municipality has inherited, for the benefit of the affected communities and to ensure that sustainable solutions are found, such as the illegal settlement which has taken place in the Dukuduku Forest
- 5.10 To market the municipality, not only as a future prosperous and well managed local destination, but also as the gateway to the World Heritage Site and the eco-tourism, cultural experience, environmental beauty and conservation potential provided within the Umkhanyakude District
- 5.11 To promote and ensure the integration of the natural, human, built, planning and development environments with sustainable resource use, economic diversity and opportunity, productive activity and affordable access by everyone to land and resources. Apply relevant legislation, IDP principles, processes and structure and the variety of tools and programmes provided by other spheres of government. These would include NSDP, PSEDS, PGDS, ASISA, DFA principles, DAEA (Environmental Toolkit for IDP preparation), the new Planning and Development Act with its associated mechanisms
- 5.12 Finally, be ethically bound by the required continuum of annual reporting on matters of financial resources, budget allocation and performance management.

XI STRATEGIC FRAMEWORK FOR SPATIAL PLANNING (SP)

SPATIAL STRATEGIC GOAL

***PLANNING, SPATIAL, ACCESS AND MOVEMENT
INTEGRATION AND COHERENCE TO FACILITATE
SUSTAINABLE DEVELOPMENT***

1.0 SPATIAL STRATEGY ONE: BOUNDARIES

1.1 Objectives

- 1.1.1 To ensure that the possible boundary conflicts and confusions are sorted out for the benefit of Mtubatuba Municipality
- 1.1.2 To put forward solutions to the Dukuduku Settlement Area with proposed land swap areas to provide the Park with linkages while integrating the Settlement Areas of the Municipality. This objective is being addressed with the Dukuduku Project

1.2 Causal Factors

- 1.2.1 The discrepancies in boundary determination and the resultant conflicting management scenarios for planning, development and financial management

1.3 Interventions

- 1.3.1 Co-operation between the Park and Mtubatuba and that Mtubatuba's proposals are seriously considered
- 1.3.2 Careful allocation and use of Mtubatuba's scarce land resources to ensure they are not frittered away over time
- 1.3.3 Protection of the agricultural land to go on functioning and provide an economic base for the Municipality. Hence, for the Mtubatuba Node, Plans 15A, B, C and D, the Urban Edge has been identified to delimit development for the next 0 -15 years
- 1.3.4 Protection of Environmentally sensitive land and habitats identified as part of the SDF and formalised in the Municipal Land Use Scheme (being advertised in June 2009)

1.4 Key Performance Indicators

- 1.4.1 Developing a working relationship between the Park and the Municipality

1.5 Proposed Strategic Actions

SP/One-1	Sort out areas of confusion with the boundaries of <ul style="list-style-type: none"> a. Mtubatuba Municipality b. KZDMA 27 District Municipality c. the Park
SP/One-2	Process of negotiation of the proposed land swap Proposals are set out in the SDF document and Plans 17 and 18, Appendix 2, in order to integrate the Municipal residential component, as well as the servicing and development of the Dukuduku Settlement area, while providing the Park with links

SP/One-3	The Remainder of Erf 321 in St Lucia has been proclaimed into the Park boundary. As the owner of the land the Municipality wishes Rem of Erf 321 to be excised from the Park and released for development purposes
SP/One-4	Inclusion of Mpukunyoni Traditional Authority area into the Mtubatuba Municipal area

2.0 SPATIAL STRATEGY TWO: SPATIAL DEVELOPMENT FRAMEWORK (SDF)

2.1 Objectives

- 2.1.1 To set in place a Spatial Development Framework in order to provide spatial coherence and locational advantage in the planning of Mtubatuba
- 2.1.2 To satisfy the requirements of integrated spatial planning in terms of the DFA Chapter 1, the NSDP principles and informed by the Provincial PSEDs
- 2.1.3 To prepare Nodal Plans to address in greater detail development at CBD and neighbourhood levels

2.2 Causal Factors

- 2.2.1 Disparate land areas
- 2.2.2 The need to functionally integrate St Lucia, Khula Village, Ezwenelisha and Monzi into municipal activities and services
- 2.2.3 The Dukuduku settlement, which now is being acted upon by Province

2.3 Interventions

- 2.3.1 Assessment of Mtubatuba's spatial strengths and weaknesses
- 2.3.2 Preparation of nodal or area plans for the identified activity, investment and residential nodes in Mtubatuba, being of primary, secondary or tertiary importance:
 - a) Mtubatuba/ Riverview/ Nordale/ Kwamsane/ Msane/ Indlovu (Primary Residential and Economic Development and Growth)
 - b) Ezwenelisha/ Monzi/ Dukuduku/ Khula (Tertiary/Residential)
 - c) St Lucia (Secondary / Tourism)

2.4 Key Performance Indicators

- 2.4.1 Monitor the implementation of the SDF including:
 - a) Plans 1 to 11 being the spatial component of the Situational Analysis;
 - b) Plan 12 which reflects the spatial location of identified projects and actions in the strategic areas of LED, Environmental, Community and Physical Infrastructure determining the spatial components for development (spatial economy);
 - c) Plan 13 which shows the areas of irreplaceable value;
 - d) Plan 14 which is the Spatial Development Framework for the whole Municipal Area;
 - e) Plans 15A to D : the Mtubatuba Primary Development Node and its Urban Edge;
 - f) Plan 16: Land in Municipal ownership for sale or development;
 - g) Plan 17: Monzi Node;

- h) Plan 18: Dukuduku Development Project area (including Khula and Ezwenelisha)
- i) Plan 19: St Lucia Secondary and Tourism Node

2.4.2 Ensure that the SDF is implemented by preparing a Capital Investment Framework for the SDF, specifically for the Urban Edge primary development node

2.5 Proposed Strategic Actions

SP/Two-1	<p>In preparing the SDF attend to, inter alia:</p> <ol style="list-style-type: none"> 1. the assessment of Mtubatuba's economic and spatial strengths and weaknesses 2. aligning terminology and concepts with the DM 3. the DFA principles (Ch 1 of the Act) 4. the National Spatial Development Perspective 5. the Provincial Spatial Economic Development Strategy (PSEDS), key sectors for economic development to inform the SDF 6. determining, as part of the existing land use and settlement patterns, areas in the spatial economy which will provide locational advantage and encourage investment to grow the local economy 7. Converting the findings of 6. above into a hierarchy of nodes for investment and development priorities 8. preparing detailed NODAL Plans to inform potential investors and assist the Municipality in planning and developing for LED (planning, design, infrastructure, services, roads, movement and activity corridors for access by the communities) (See LED and INF Strategies and Projects) 9. setting in place sufficient guidelines in the SDF report to inform land use description and the preparation of preferred land use zones, and controls for coherent and harmonious development
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3.0 SPATIAL STRATEGY THREE: ROADS, TRANSPORTATION AND CIRCULATION FRAMEWORK

3.1 Objectives

- 3.1.1 To create a Road, Transportation and Circulation Framework which will address the future growth needs of Mtubatuba in having infrastructure to cope with development pressures, specifically the Mtubatuba Primary Node (Plans 15A to D).
- 3.1.2 To provide for the pedestrian and cyclist communities, specifically those in Kwamsane, Msane and Indlovu to be able to get to town and work opportunities by safe and direct routes

3.2 Causal Factors

- 3.2.1 If roads and access are not addressed in advance Mtubatuba will struggle with providing for new development
- 3.2.2 A road framework is an essential tool to undertake detailed planning for services delivery

3.3 Interventions

- 3.3.1 Prepare a Roads, Transportation and Circulation Framework specifically for the Mtubatuba Primary Investment Node (Plans 15A, B, C and D)

3.4 Key Performance Indicator

- 3.4.1 Ensure that the Roads Framework is prepared, taking cognisance of and aligned with the IDP SDF

3.5 Proposed Strategic Actions

SP/Three-1	Prepare a Road, Access and Circulation Framework which verifies and confirms the linkages and movement patterns which are optimum for municipal functioning as shown specifically for the Mtubatuba Primary Development Node (Plans 15A to D)
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4.0 SPATIAL STRATEGY FOUR: LAND USE DETERMINATION AND MANAGEMENT

4.1 Objectives

- 4.1.1 Finalise the land use management system (LUMS)
 4.1.2 To extend the areas of effect of the existing town planning schemes in the interim, if LUMS cannot be implemented

4.2 Causal Factors

- 4.2.1 As discussed in Phase One Analysis Chapter 3, and illustrated on **PLAN 4**, there are many overlapping statutes within the Mtubatuba Municipal area and these have to be sorted out
 4.2.2 The need is to bring the whole Municipal area into one coherent land use management system

4.3 Interventions

- 4.3.1 Extend the area of effect of the Mtubatuba Town Planning Scheme to encompass the southern part of Mtubatuba, and revise and update, where development is mostly taking place, in order to facilitate development applications and to obviate too many delays. The former KwaZulu areas which are administered in terms of the KwaZulu Land Affairs Act cannot be included and will still have to be managed separately
 4.3.2 Prepare a Land Use Management System for Mtubatuba (which at present cannot be implemented as there is no enabling statute)

4.4 Key Performance Indicators

- 4.4.1 The Mtubatuba Town Planning Scheme area of effect must be extended to include the southern portion of the Municipal Area
 4.4.2 Update the provisions of the Mtubatuba Town Planning Scheme
 4.4.3 Incorporate St Lucia Town Planning Scheme into the area of effect of the Mtubatuba Town Planning Scheme and amend accordingly, the two schemes being integrated and aligned
 4.4.4 The KwaZulu Land Affairs Act must operate in Kwamsane and Msane areas

4.4.5 The agricultural land is managed for the subdivisions in terms of the Subdivision of Agricultural Land Act, 70 (Act 70 of 1970) and the Town Planning Ordinance

4.4.6 The Park manages its land and development in terms of its enabling legislation

4.5 Proposed Strategic Actions

SP/Four-1	Extend the area of effect of the Mtubatuba Town Planning Scheme in the course of preparation over the full extent of jurisdiction of the Mtubatuba Municipal area in terms of the Town Planning Ordinance, 1949 (Ordinance No 27 of 1949, as amended) such extension national or provincial land use legislation
SP/Four-2	Make application for funding for a computer workstation and appropriate software programmes in order to commit all of the cadastral information onto CAD and prepare a Geographic Information System (GIS) for land use management of the area NOTE: All of the electronic information (CAD and GIS) is available in terms of the SDF and the existing town planning schemes. The new incumbent is to be trained by the Municipality's Planning Advisors and the GIS Service Provider. All electronic information will be handed over to the Municipality

XII STRATEGIC FRAMEWORK FOR PHYSICAL INFRASTRUCTURE AND SERVICE DELIVERY (INF)

INFRASTRUCTURE AND SERVICE DELIVERY STRATEGIC GOAL
<i>PHYSICAL INFRASTRUCTURE AND SERVICES TO FACILITATE COMMUNITY WELL BEING, ACCESS AND ECONOMIC DEVELOPMENT</i>

1.0 INFRASTRUCTURE STRATEGY ONE: ROADS AND CYCLIST / PEDESTRIAN ACCESS AND CIRCULATION

1.1 Objectives

- 1.1.1 To prepare a road, access and circulation framework plan (in statutory terms the Transport Plan) (Preliminary proposals are included in the IDP SDF, specifically at **PLAN 15C**)
- 1.1.2 To identify and obtain funding for new roads and pedestrian and cyclist ways
- 1.1.3 To maintain and improve existing road infrastructure

1.2 Causal Factors

- 1.2.1 Lack of capital funding to plan for, construct as well as maintain the road infrastructure
- 1.2.2 Mtubatuba is dissected by the N2, with Kwamsane and a large portion of the Msane Traditional Area to the west of the road posing a danger to those communities who have strong linkages to Mtubatuba town
- 1.2.3 The hinterland of Kwamsane and Msane are the other communities of the Mpukunyoni Traditional Authority who are part of Hlabisa Municipality but who also have linkages to Mtubatuba. (The main link to Mtubatuba from Hlabisa has now been provided with an overpass over the N2, this providing access to and from Mtubatuba CBD to Hlabisa and the Game Reserves of Umfolozi and Hluhluwe)
- 1.2.4 Mtubatuba, upon application to the relevant authority, now gets the Municipal Infrastructure Grant (MIG) paid to the Municipality directly

1.3 Interventions

- 1.3.1 Include in the roads framework a link road using the underpass linking Kwamsane to the eastern portion of Msane and from there onwards to Provincial MR 237 into Mtubatuba
- 1.3.2 Apply for funding and construct this road (see Critical Priority Projects)
- 1.3.3 Prepare a road maintenance programme to ensure the best utilisation of resources (Pavement Management System)
- 1.3.4 Mtubatuba to make application to receive its MIG funding directly from Province/National for ease of planning and to remove the additional hoop of applying to the District (This has happened because Mtubatuba has a small population – another inequity arising from the inaccurate census figures)

- 1.3.5 Plan for a proper pedestrian and cyclist movement framework to and from Kwamsane, Msane and Indlovu (see 1.3.2 above)

1.4 Key Performance Indicators

- 1.4.1 The road framework plan must include phasing and accessing funding in terms of priorities as well as the preparation of the pavement management system for ongoing monitoring and repair and making timeous application to the Provincial Department of Transport for the maintenance and upgrade of the provincial and district roads in Mtubatuba
- 1.4.2 The amount of funding received for priority and longer term projects. The funding could be by way of grants, bridging finance or loans for market-related development
- 1.4.3 Base applications on the prioritised and longer term projects set out in the projections and actions schedules

1.5 Proposed Strategic Actions

INF/One-1	Kwamsane general plan area : ongoing road upgrade and maintenance with traffic calming, bus lay - byes and pedestrian ways
INF/One-2	Upgrade of gravel road to the Kwamsane sewer ponds (\pm 1km gravel road) : design and construction
INF/One-3	Upgrade / construction of key gravel roads in Msane (Ward 2) : evaluation, design and construction
INF/One-4	Upgrade N2 underpass link road between Wards 1 and 2 Kwamsane - Msane) (\pm 1km gravel (Kwamsane - Msane) (\pm 1km gravel road)
INF/One-5	Determine road link from N2 underpass to pass Ndlovu Village and on to MR 237 bus route to Mtubatuba central; pedestrian and cyclist facilities
INF/One-6	Identify optimal route, acquire land, design and design and construct bus route link (about 1,5km black top) from Ndlovu Village to MR237(Inyathi Rd) for access to Mtubatuba Central(Wards 1, 2 & 3)
INF/One-7	Upgrade of existing gravel road from Mkonza/N2 intersection to Ndlovu Village(Wards 2 & 3)
INF/One-8	Re-open and upgrade former gravel road link between Msane and Riverview (Ward 2) : evaluation, design, construction
INF/One-9	All - weather surfacing for balance of roads in Indlovu Village which is currently being implemented(Ward 3)
INF/One-10	Upgrade of road with lighting between Riverview and St Lucia By-pass intersection (MR396 and portion of MR 237) including upgrade of the following intersections : 1. MR396 / MR237 2. MR237 / St Lucia Road to Mtubatuba Central; and 3. MR237 / MR2-6: evaluate, design and construction
INF/One-11	Develop a road management system for continuous upgrade and general maintenance of municipal roads in all urban and urbanising nodes in Mtubatuba Municipal area : feasibility, programme design and implementation
INF/One-12	Identify, evaluate and upgrade of key access roads and associated storm water in Khula Village
INF/One-13	Finalisation of Ezwenelisha Village Roads
INF/One-14	Upgrade and maintain the Mtubatuba/N2 Intersection
INF/One-15	Upgrade MR396 road between N2 Interchange and St Lucia turn off road: evaluate, design and construct
INF/One-17	Upgrade sidewalks in Mtubatuba Central and identify, evaluate and construct preferred pedestrian routes
INF/One-17	Construct well - lit pedestrian / cyclist way between Khula Village and St Lucia

INF/One-18	Upgrade District Road 404
INF/One-19	Improve the sharp right angle turn in the main road at the entrance to the Illovo Sugar Mill / offices in Riverview
INF/One-20	Black - top Wild Olive Lane in Mtubatuba

2.0 INFRASTRUCTURE STRATEGY TWO: PHYSICAL INFRASTRUCTURE AND SERVICES FOR THE COMMUNITIES

2.1 Objectives

- 2.1.1 To ensure that everyone has access to potable water in terms of minimum standards required, but ultimately to each dwelling
- 2.1.2 To ensure that everyone has access to proper and healthy sanitation systems, specifically those communities who use pit latrines, buckets or have nothing
- 2.1.3 To ensure the delivery of affordable electrical power to everyone
- 2.1.4 To ensure that storm water is properly managed
- 2.1.5 To set in place a management system for the ongoing maintenance and upgrade of municipal roads, sewers and water infrastructure

2.2 Causal Factors

- 2.2.1 Water is scarce and the District must find solutions, as set out in this document. Water is essential for existing levels of development for residential growth and for local economic development
- 2.2.2 High water tables and important drainage valleys make proper sanitation systems imperative, specifically in areas like Khula Village and Dukuduku
- 2.2.3 Storm water management is imperative due to the land form and geotechnical constraints particularly in areas like Kwamsane, Msane, Indlovu Village and Mtubatuba Central
- 2.2.4 Access to affordable electricity obviates the need to burn fossil fuels and wood

2.3 Intervention

- 2.3.1 Extensive programmes, actions and projects have been identified and must be acted on

2.4 Key Performance Indicators

- 2.4.1 Assess whether the housing and services delivery in Khula Village correlates with the programme set. These actions must be monitored on an ongoing basis
- 2.4.2 Programme for addressing the formalisation and upgrade of the Msane area
- 2.4.3 Delivery of water, sanitation and roads systems in the Dukuduku Settlement Area in the Forest is imperative and solutions must be found for the problems the communities experience. The area must be properly planned and serviced in accordance with the community's stated wishes
- 2.4.4 Base the services infrastructure delivery planning on the programmes, actions and projects in the attached schedules in Annex 1 of this Chapter

2.5 Proposed Strategic Actions

INF/Two-1	Securing bulk water supply for existing use and for industrial, economic and residential growth
INF/Two-2	Improve the bulk water infrastructure to and for industrial, economic and residential growth increase capacity and ensure permanent, sufficient water
INF/Two-3	Provision of potable water supply to Msane Ward 2; assessment of current supply, evaluation, design and construction
INF/Two-4	Provision of potable water supply to Indlovu Village
INF/Two-5	Provision of potable water supply to Ezwenelisha Village
INF/Two-6	Potable water reticulation at Khula Village
INF/Two-7	Identify future development / activity nodes, in terms of Spatial Framework, intersections with N2 for provision of bulk water
INF/Two-8	Quantification of water loss in Kwamsane general metering system
INF/Two-9	Water loss in Kwamsane : Phase 2 : funding for rehabilitation
INF/Two-10	Upgrade and increase the capacity of the bulk intake works for the Municipal area from the Umfolozi River or find alternatives to bulk water supply : 1) from the Jozini Dam; 2) from Nongoma System; 3) from Lake Nsese near Empangeni
INF/Two-11	Construct a separate water reservoir to serve Ward 5 (Mtubatuba, Riverview and Nordale)
INF/Two-12	Provision of bulk water to the Dukuduku Settlement Area to serve the Ward 4 community living there Reticulation as well
INF/Two-13	Provision of constructed VIP latrines at every homestead in the Msane area
INF/Two-14	Water borne sanitation in Indlovu Village
INF/Two-15	New sewer pump station within Indlovu Village connected to sewerage treatment works in Mtubatuba
INF/Two-16	Review of Mtubatuba Sewerage disposal reticulation system and works to accommodate economic growth and upgrade of existing residential areas : 1. Phase 1 - status quo assessment, evaluation and recommendations; and 2. Phase 2 - implementation of rehabilitation and upgrading programme
INF/Two-17	Upgrade existing Kwamsane sewerage disposal system and infrastructure
INF/Two-18	Provision of sewer connection points in order to service infill developments in Kwamsane (Ward 1) and sell the land
INF/Two-19	Provision of public toilets in Kwamsane general plan area (Ward 1), Msane area(Ward 2) Mtubatuba Central (Ward 5)
INF/Two-20	Upgrading of septic tank sewerage disposal in Riverview to water borne system : investigate, design and construct
INF/Two-21	Provision of constructed VIP latrines to every homestead in Khula Village
INF/Two-22	Provision of constructed VIP latrines to every homestead in Ezwenelisha Village
INF/Two-23	Provision of constructed VIP latrines to Dukuduku Settlement Area
INF/Two-24	Prepare to, and upgrade of, St Lucia sewerage treatment works
INF/Two-25	Mtubatuba town has north - south drainage valleys which need protection and enhancement and which would set in train the development of conservation valleys for the creation of the municipal open space system (MOSS). These valleys are shown on PLANS 15 A, B and D The project will entail the design and construction of a storm water management system with alternative ponds and overflow systems and the identification of wetlands, the design of the valley system addressing the requirements of NEMA & landscaped
INF/Two-26	Management and upgrade of storm water infrastructure within Indlovu Village and into the north - south drainage system. The constructed storm water management infrastructure is defective in certain areas where storm water runs through properties and houses

INF/Two-27	Investigate, design and construct an integrated storm water management system for Khula Village to enhance natural ponds and to prevent ground and surface water pollution by pit latrines and agricultural practices and prevent negative impacts on the adjoining the Park
INF/Two-28	Maintain storm water infrastructure and management system for Ezwenelisha
INF/Two-29	Urgent design and construction of storm water infrastructure for Msinsi Road (Ward 5)
INF/Two-30	Street lighting along key roads in Kwamsane specifically adjacent to N2 underpass, in front of the police station, along pedestrian ways and at the community hall
INF/Two-31	Street lighting along identified key access routes in Khula Village
INF/Two-32	Street lighting between Khula Village and St Lucia for pedestrians and cyclists who work and return after dark
INF/Two-33	Street lighting along identified key access routes in Ezwenelisha Village
INF/Two-34	Street and site lighting at the tourist information centre in Mtubatuba
INF/Two-35	Street lighting along key access routes in Nordale
INF/Two-36	Street lighting in Indlovu Village
INF/Two-37	Street lighting between Nordale and Mtubatuba
INF/Two-38	Mast lighting at the N2 interchange
INF/Two-39	Mast lighting at the following hazardous intersections : 1. MR237 / MR396; 2. MR237 (Inyathi Rd) / Future bus route from Kwamsane and Ndlovu Village; 3. MR237 / SANDF base and airfield
INF/Two-40	Masked, environmentally friendly lighting at the following hazardous intersections : 1. MR237 / Monzi – Ezwenelisha 2. Ezwenelisha entrances and Dukuduku Settlement 3. MR237 / Khula Village entrance
INF/Two-41	Upgrade and maintenance of old electrical infrastructure in Kwamsane
INF/Two-42	Electrical reticulation for Indlovu Village (1200 residential erven and associated social and commercial development)
INF/Two-43	Electrical reticulation for Ezwenelisha (Ward 4) and associated mixed use activity, tourist and local authority sites

3.0 INFRASTRUCTURE STRATEGY THREE: PHYSICAL INFRASTRUCTURE AND SERVICES TO FACILITATE LOCAL ECONOMIC DEVELOPMENT

3.1 Objective

- 1.3.1 To ensure that, in planning for local economic development and growth, standard levels of physical infrastructure and services are in place and are available

3.2 Causal Factors

- 3.2.1 Water provision is critical to economic growth and no action on the part of the District is prejudicing Mtubatuba's ability to sustain itself and grow
- 3.2.2 Without proper planning and the provision of adequate levels of services and infrastructure Mtubatuba will not be able to attract the necessary economic and productive development into the area

3.3 Interventions

- 3.3.1 Undertake all of these tasks in a systematic manner to ensure that Mtubatuba will be ready for development when approaches are made. Mtubatuba has set its overall vision to be the service centre of note in the Umkhanyakude District

3.4 Key Performance Indicators

- 3.4.1 Set a programme of upgrading, maintaining and planning for new services, in terms of the growth and development areas determined in the SDF - **PLANS 14 and 15C**
- 3.4.2 Base the services infrastructure delivery planning on the programmes, actions and projects in the attached schedules pertaining to this chapter

3.5 Proposed Strategic Actions

INF/Three-1	Increased bulk electricity supply and improved, stable provision with lower out ages for : 1. Industrial development in Mtubatuba 2. Economic development within the municipal area; 3. The Park electricity requirements; and 4. Domestic use in existing and new residential areas (for example, Ezwenelisha Village)
INF/Three-2	Based on the IDP Spatial and Roads Frameworks, and the identified location of industrial, commercial and tourist land uses, ensure the provision of : 1. Water, Roads, Sanitation and Electricity 2. planned residential expansion areas 3. Planned commercial expansion areas 4. Planned service and industrial area 5. Planned mixed use areas (mixed use to be defined in terms of the LUMS)
INF/Three-3	Layout design and services provision to the light industrial zoned land in municipal ownership; identify optimal access route, design road and construct
INF/Three-4	Identify optimal access route to solid waste transfer site adjacent to industrial area /sewerage works, design road and construct(see also INF/Three-3)
INF/Three-5	Provision of services for Mtubatuba Urban Edge as identified in Plans 15A-D
INF/Three-6	Assess levels of service and buildings at the SANDF base airfield and upgrade to accommodate civil air traffic for tourism/ agriculture/business growth purposes
INF/Three-7	Arising from the SDF, identify, design and construct physical and services infrastructure at various intersections with the N2 and along the MR237 to St Lucia
INF/Three-8	Identify, design and construct a formal tourism and community node with associated taxi facilities at Khula Village along MR237
INF/Three-9	Facilities to plan, develop and sell the Rem of Erf 321 St Lucia land owned by Council
INF/Three-10	Upgrade of water and electricity supply and sewerage works in St Lucia to accommodate tourism and local economic development
INF/Three-11	Provide / upgrade all of the physical infrastructure necessary for informal trade (aesthetically pleasing stalls, storage, public toilets, water, electricity) in Mtubatuba Central and St Lucia, many hawkers being women who are sole breadwinners
INF/Three-12	Ensure sufficient level of services at the proposed Petrol Filling Station (PFS) site at Ezwenelisha Village

4.0 INFRASTRUCTURE STRATEGY FOUR: SOLID WASTE MANAGEMENT

4.1 Objectives

4.1.1 To ensure that the requirements of the Department of Water Affairs and Forestry (DWAF) are met in, firstly, closing down and rehabilitating the existing site in Nordale and secondly, in identifying another site and attending to its proper construction and management

4.1.2 To provide a good service in managing solid waste in Mtubatuba

4.2 Causal Factors

4.2.1 The Nordale site is to be closed by DWAF and notice has been served on the Municipality in this regard

4.2.2 At present, the Municipality is still using the present site in Nordale, as transporting the waste to the Empangeni Regional site is too costly and the transfer station in Mtubatuba is not yet constructed

4.2.3 Even a Regional Site in the Umkhanyakude District will be too costly for the municipality to take its waste to. The only long term option is to identify a site and construct and manage it locally

4.3 Intervention

4.3.1 Appoint consultants to identify a new site, and obtain approval from DWAF

4.3.2 Construct the transfer site and commission it urgently

4.4 Key Performance Indicator

4.4.1 Attend to the above as a matter of urgent priority. This project is listed as one of the critical priorities for the Municipality to attend to

4.5 Proposed Strategic Actions

INF/Four-1	Close existing refuse dump site in Nordale, except for garden refuse, and rehabilitate
INF/Four-2	Solid waste transfer site in Khula Village Khula Village, design and construct
INF/Four-3	Identify waste transfer sites in Kwamsane and Msane areas
INF/Four-4	Evaluate, design and construct central waste transfer site in Mtubatuba
INF/Four-6	Identify new regional land fill site

5.0 INFRASTRUCTURE STRATEGY FIVE: CEMETERIES

5.1 Objective

5.1.1 To identify and construct smaller, locally-based additional cemetery sites in the Municipal area, such as for example for Kwamsane and Msane, Mtubatuba central and for the Municipality as a whole, for Ezwenelisha (a site is identified but needs to be evaluated) and Khula Village

5.2 Causal Factors

- 5.2.1 The existing cemetery in Nordale is full and needs to be expanded as a matter of urgency
- 5.2.2 Kwamsane is not a suitable area for constructing a cemetery. It is too rocky, too wet or too steep. The site identified currently in Kwamsane is not satisfactory and a licence to operate a cemetery has not yet been applied for. The situation is very urgent
- 5.2.3 The site set aside in the layout plan for Ezwenelisha has yet to be evaluated for suitability
- 5.2.4 The community of Khula Village want a cemetery in their area but being on the coastal plain with a high water table, it is not suitable
- 5.2.5 It might be the most suitable to extend the existing site in Nordale as a matter of urgency

5.3 Intervention

- 5.3.1 Undertake formal investigations as a matter of urgency to address the critical need for burial sites

5.4 Key Performance Indicator

- 5.4.1 Assess possible areas, evaluate and construct a cemetery

5.5 Proposed Strategic Actions

INF/Five-1	Together with the District and other local municipalities, identify the best site or sites for a district - wide cemetery to relieve the pressure on the cemetery in Mtubatuba which is currently performing a regional function
INF/Five-2	Identify and develop alternative sites for municipalities, identify the best site or sites for a district - wide cemetery to relieve the pressure on the cemetery in Mtubatuba which is currently performing a regional function a cemetery in Mtubatuba to supplement the existing facility which is nearing capacity or plan for an extension to the existing facility

6.0 INFRASTRUCTURE STRATEGY SIX: TRANSPORT

6.1 Objectives

- 6.1.1 To ensure that the comfort and welfare of commuters are addressed through the development of well appointed facilities and transport routes
- 6.1.2 To ensure the safety and security of commuters through the registration and testing of minibus taxis
- 6.1.3 To allocate, in consultation with the taxi industry, taxi routes
- 6.1.4 To ensure that sufficient and safe transport is provided for learners

6.2 Causal Factors

- 6.2.1 Lack of capital funding to plan for, construct as well as maintain the road infrastructure

- 6.2.2. Mtubatuba is dissected by the N2, with Kwamsane and a large portion of the Msane Traditional Area to the west of the road posing a danger to those communities who have strong linkages to Mtubatuba town
- 6.2.3. The hinterland of Kwamsane and Msane are the other communities of the Mpukonyoni Traditional Authority who are part of Hlabisa Municipality but who work and shop in Mtubatuba. (The main link to Mtubatuba from Hlabisa has now been provided with an overpass over the N2, this providing access to and from Mtubatuba CBD to Hlabisa and the Game Reserves of Umfolozi and Hluhluwe)
- 6.2.4. Mtubatuba does not get its Municipal Infrastructure Grant (MIG) paid to it directly, but has to make application to the District for its funding
- 6.2.5. Most of the communities from Wards 1 and 2 utilise the N2 for travelling to Mtubatuba Central

6.3 Interventions

- 6.3.1 Include in the roads framework a link road using the underpass linking Kwamsane to the eastern portion of Msane (see Infrastructure Strategy One)
- 6.3.2 Apply for funding and construct this road (See Section G: critical priorities, projects and actions and Section D: SDF implementation plan)
- 6.3.3 Plan for a proper pedestrian and cyclist movement framework to and from Kwamsane, Msane and Indlovu (see Infrastructure Strategy One)
- 6.3.4 Ensure that commuter facilities are constructed and managed, possibly in the form of Multi-Purpose Community Centres (MPCC's)

6.4 Key Performance Indicators

- 6.4.1 Identify taxi and bus routes and where well located facilities should be provided
- 6.4.2 Correlate with Community Strategy Seven (Community, Safety and security)

6.5 Proposed Strategic Actions

INF/Six-1	Provide bus and taxi shelters and associated facilities (toilets, public telephones, Eskom pay points, postal cluster boxes, market stalls, SMME accommodation) in : 1. Kwamsane; 2. Msane 3. Ndlovu Village 4. entrance to Khula Village; 5. near shops at Monzi Ridge; 6. entrance to Ezwenelisha 7. entrance to the Dukuduku Settlement; and 8. entrance to Nordale.
INF/Six-2	Design and implement a system of taxi registration and operating permits based on registered taxi routes which are enforced by KZNDOT
INF/Six-3	Provision of public transport for scholars. Local responsibility to earmark land for bus stops and associated facilities
INF/Six-4	Devise and implement a system of testing and deregistering unroadworthy vehicles with particular reference to mini bus taxis in terms of community safety concerns.

XIII STRATEGIC FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT (LED)

LED STRATEGIC GOAL
<i>ECONOMIC DEVELOPMENT AND GROWTH TO BENEFIT THE LOCAL COMMUNITIES AND, IN SO DOING, ENSURING A STABLE AND VIABLE POLITICAL AND ADMINISTRATIVE OPERATIONAL ENVIRONMENT</i>

1.0 LED STRATEGY ONE: FACILITATING ECONOMIC GROWTH AND EMPLOYMENT CREATION OPPORTUNITIES

1.1 Objectives

- 1.1.1 To identify the types of businesses, services, industries and economic activities to benefit the local economy as well as to provide the necessary services and backing for achieving municipal IDP goals and strategies
- 1.1.2 To identify the most opportune and realisable economic activities for the short, medium and longer terms in order to initiate employment creation and to act as a catalyst for future entrepreneurial growth
- 1.1.3 To ensure poverty alleviation, shared wealth creation, community stability and raised standards of living through formal job creation, entrepreneurial activity and Small Medium and Micro Enterprises (SMME) development
- 1.1.4 To build the basis for increased municipal financial and administrative capacity both as an employer and service deliverer of note and to move towards fulfilling the constitutional mandate of developmental local government

1.2 Interventions

- 1.2.1 Identify economic activities suited to Mtubatuba as the service centre for the District such as the motor vehicle sales and service, low impact industrial and warehousing
- 1.2.2 Identify most efficient employment creation opportunities
- 1.2.3 SMME development and public-private partnerships
- 1.2.4 Planning physical infrastructure development to encourage and attract economic opportunities
- 1.2.5 Negotiating with other organs of state and municipalities in a spirit of cooperation
- 1.2.6 Agreements with the Park and other developers to employ local labour and transfer skills

1.3 Key Performance Indicators

- 1.3.1 increase in municipal rates and business income, measured annually;
- 1.3.2 increase in business / commerce locating to Mtubatuba;
- 1.3.3 increase in the sale of land and building and development activities in terms of, *inter alia*, the register of building plans approved; and
- 1.3.4 decrease or increase in crime by type and level of violence, gathering monthly statistics from the SAPS and annual report-back to Council, measured against targets set by Council.

1.4 Proposed Strategic Actions

LED/One-1	Prepare terms of reference for, and establish, a Performance Audit Committee
LED/One-2	Appoint an LED Facilitation and IDP implementation officer
LED/One-3	Identify the most opportune and realistic economic growth areas for Mtubatuba in order to : 1. increase the municipal financial capacity; 2. augment the municipal rates base; 3. ensure employment creation and increased standards of living; 4. alleviate poverty; and 5. encourage entrepreneurial activity
LED/One-4	In terms of project INF/Four-7 (solid waste) and LED/One-3 above, identify and quantify job creation, entrepreneurial and SMME opportunities from proper waste management and recycling and apply for development capital
LED/One-5	Further to LED/One-4 above determine additional job creation opportunities, in terms of available funding from DED&T, such as urban agricultural projects for LED (see INS/One-3 and 4)
LED/One-6	General maintenance of verges, undeveloped land and storm water channels (see ENV/Two-9)
LED/One-7	Community gardens

2.0 LED STRATEGY TWO: SKILLS TRAINING

2.1 Objectives

- 2.1.1 To ensure, in terms of the employment creation process, that relevant community skills and capacity are built in order for meaningful LED and shared wealth creation
- 2.1.2 To ensure skills training of women, the youth, the aged and the disabled
- 2.1.3 To set about attracting the location of a Further Education and Training (FET) College in Mtubatuba
- 2.1.4 To promote the training and development of SMME's
- 2.1.5 To identify land for the location of such facilities

2.2 Interventions

- 2.2.1 Numeracy, literacy, computer competency and internet, management, administration, entrepreneurial, urban agriculture, hospitality, arts, crafts, trades skills training for self-sustainability, relevant to the potential of Mtubatuba
- 2.2.2 Identification of land for optimally locating facilities
- 2.2.3 Agreements with the Park and other developers to employ local labour and transfer skills

2.3 Key Performance Indicators

- 2.3.1 Implementation of agreements with business, commerce, industry and the Park to train and develop local labour
- 2.3.2 An improvement in employability of local communities by next Census 2011 and increase income levels

2.3.3 Location of FET College and other tertiary training and skills training organisations into Mtubatuba

2.4 Proposed Strategic Actions

LED/Two-1	In terms of projects LED/One-3 and 4, and the projects in terms of strategies regarding women and youth (COM/Three and COM/Five), enter into public – public and public – private partnerships to deliver skills and business management training while providing business support to emerging producers of goods and services and SMME's (see INS/One-3 and 4)
LED/Two-2	Secure funding for LED/Two-1 above for capital, bridging, SEED, training and job Creation
LED/Two-3	Negotiate with Dept Education to locate a FET Colleges in Mtubatuba
LED/Two-4	Identify SAQA NQF criteria for certification of training programmes
LED/Two-5	Identify land, in terms of the Spatial Framework, for the location and operation of training organisations and institutions

3.0 LED STRATEGY THREE: MARKETING MTUBATUBA

3.1 Objectives

- 3.1.1 To market Mtubatuba aggressively as the service centre and gateway to the eco-tourism gem of the District and the Park
- 3.1.2 To plan for and identify and make sufficient, optimally located, land available for the establishment of tourist facilities, businesses, services and low impact industry
- 3.1.3 To set in place the necessary co-operative structures and mechanisms to ensure appropriate safety and security measures

3.2 Interventions

- 3.2.1 Mtubatuba to decide on, and develop, a specific image for attracting development, such as being the prime service centre for the District and the Park
- 3.2.2 Planning for, and facilitating, housing and accommodation and land and services for development purpose
- 3.2.3 Environmental upgrade and encouraging an anti-littering culture
- 3.2.4 Growth in the range of services offered

3.3 Key Performance Indicators

- 3.3.1 Identification of optimum businesses to grow Mtubatuba and finalisation and implementation of the Marketing Strategy by 2007/2008
- 3.3.2 Planned and serviced industrial and business land, in Council-ownership; measure annual sale of land and location of businesses to Mtubatuba in terms of the Marketing Strategy
- 3.3.3 Target growth to be reflected in the Census 2001

3.4 Proposed Strategic Actions

LED/Three-1	<p>Prepare a marketing strategy, based on the findings and product of LED/One-3 for Mtubatuba as the prime business, services, commercial and industrial centre for the district, a stable development node and recreation focus, ensuring that the following key components are in place, as determined in LED/Six-1,2 and 3 and COM/Seven (security matters) :</p> <ul style="list-style-type: none"> * in terms of the spatial and road frameworks ensure sufficient, well located and serviced land for business and services to establish * a strong and efficient administration to deliver land and facilitate development * sufficient political and institutional capacity to attract and retain business interest * sufficient land with appropriate land use zones and mechanisms * stringent levels of safety and security
LED/Three-2	Prepare and operate electronic web site and initiate a process of attracting investors and business opportunities into the area
LED/Three-3	Participate in the Zululand Marketing Initiative and any other bodies or organisations in order to become known and a local focus (for development)
LED/Three-4	Market the two golf courses as an attraction for tourists

4.0 LED STRATEGY FOUR: BENEFITING FROM TOURISM

4.1 Objectives

- 4.1.1 To integrate with, and augment at a local level, the tourism development programmes of the District and of the Park
- 4.1.2 To establish co-ordinating mechanisms and structures both locally and district-wide
- 4.1.3 To improve the general environmental aesthetics and signage in order to generate a sense of having arrived in the tourism Mecca of KZN
- 4.1.4 To work towards ensuring general safety and security for visitors to the area

4.2 Interventions

- 4.2.1 Cooperate in tourism development programmes
- 4.2.2 Agreements with the Park and concessionaires to create training and employment opportunities, with Mtubatuba providing the necessary local labour
- 4.2.3 Improved signage and environmental aesthetics to be addressed as part of the Environmental Strategy and Actions
- 4.2.4 Crime management for safety of visitors and entrepreneurs

4.3 Key Performance Indicators

- 4.3.1 Programme to implement the aesthetics and signage policy based on the District brand name of "The Elephant Coast" (See Environmental Strategy Three)
- 4.3.2 Measure annually the take - up of tourism accommodation and tourist- related initiatives against targets set by Council, set up registers
- 4.3.3 Link to the KPI's of LED Strategy One

4.4 Proposed Strategic Actions

LED/Four-1	Project and quantify the potential number of jobs to be created in terms of the tourism industry both in terms of local opportunities and those offered by the Park
LED/Four-2	Determine the level of tourism infrastructure needed in the municipal area (refer to the project schedule INF/Three-1,2,6,7,8,9,10, 11,12,13,14,16,17,18,19)
LED/Four-3	Co-ordination and co-operation with the Park
LED/Four-4	Prepare an Aesthetics and Signage Policy taking into account the DC Tourism Strategy and common signage determination for the DC. (see ENV/Three)
LED/Four-5	Determine the location of signage and outdoor advertising, along the N2, other main roads, specific intersections, cultural/ information centre and other areas to be determined. Obtain relevant authorisation from (SANRAL/KZNDOT), design signage and install (using local contractors in terms of public-private partnerships)
LED/Four-6	Upgrade Mtubatuba cultural and information centre and operationalise for the purpose of tourism (see Project INF/Three-12)
LED/Four-7	Setting up productive industries, with appropriate training of the participants, using recycled solid waste to produce crafts and items for sale in the tourism industry, thus, taking pressure off the natural heritage (Dukuduku Forest), See Project INF/Four-7 and draft business plan. Locate such productive activities appropriately
LED/Four-8	Develop the SANDF air strip for incoming / departing tours. Assess the suitability and infrastructure, buildings and equipment needed (see INF/Three-7) (PPP's)
LED/Four-9	Identify location, design and construct a formal tourism and community node with taxi facilities at Khula Village along the MR237 (see INF/Three-9)
LED/Four-10	Siyabonga Visitor Centre upgrade at St Lucia (Beneficiaries : Khula Village Community) (see INF/Three-13)
LED/Four-11	Joint development with the Park of the boat harbour activity node in St Lucia, inclusive of the Remainder of Erf321 as a residential / resort development : planning, design and construction
LED/Four-12	Joint Environmental Management Strategy and Beach Development Plan
LED/Four-13	Find a resolution to the problem of access to the beach of St Lucia by 4x4 vehicles, in terms of an accepted management strategy by the Municipality, Park and KZNNCS
LED/Four-14	Repair and upgrade public jetties at St Lucia Estuary
LED/Four-15	St Lucia beachfront and town upgrade(Phase 1 in progress)
LED/Four-16	Initiate a research project with a body like the Department of History at the University of Zululand and the local communities together with an historian of note on Zululand, Prof Jeff Guy from the University of Natal, in order to identify locations and events which took place in, or around, the municipal area to contribute to the knowledge of its history and culture. Locate the events spatially to contribute to a tourism map for the municipality
LED/Four-17	Futululu Lake and Forest Day Hikes and Cycling Route, with picnic areas, fishing by permit, environment / interpretive centre, for the local communities and tourists and alien eradication community projects (Business plan needed)
LED/Four-18	The Umhlatuze-Dukuduku-Golela Steam Express. This will require an upgrade of the Mtubatuba Station and associated facilities(Co-ordination Committee to be appointed)
LED/Four-19	Overnight Tourist stops in Kwamsane - Cultural Experience and the Lakes :Beneficiating the Wards 1 & 2 communities
LED/Four-20	Upgrade of Kwamsane, tree planting, open space clean up and environmental management, alien eradication, cleaning of verges, necessary in terms of LED/Four-19 above

LED/Four-21	Greening and planting projects by African Conservation Trust using trees and plants from Manukelana Arts & Nursery in Khula Village
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5.0 LED STRATEGY FIVE: PUBLIC-PUBLIC AND PUBLIC-PRIVATE PARTNERSHIPS

5.1 Objectives

- 5.1.1 To enter into public partnerships with other government departments and agencies for municipal local economic growth
- 5.1.2 To enter into public - private partnerships with local entrepreneurs in order to ensure local and community participation in, and benefit from, economic programmes
- 5.1.3 To ensure that the Municipality has something to offer as a Joint Venture partner, be that land / skills / bridging finance

5.2 Interventions

- 5.2.1 Encouraging skills training
- 5.2.2 Employing IDP and LED Officers within the Municipality as a matter of urgency

5.3 Key Performance Indicator

- 5.3.1 Measure annually the growth of SMME's in Mtubatuba and public - private partnerships entered into with the municipality against targets set by Council.

5.4 Proposed Strategic Actions

LED/Five-1	Identify existing and additional projects which encourages joint action and public-private partnerships with, <i>inter alia</i> , the Park, SANDF, Transnet / Spoornet, Ezemvelo, DWAF
LED/Five-2	Identify existing and additional projects which encourages joint action and public-private partnerships with small, micro and medium enterprises (SMME's) for the delivery of goods and services
LED/Five-3	Confirm tendering and evaluation criteria, available for public scrutiny in the interests of creating common, understanding and openness, with associated training, in order to give preference to local residents and SMME's for the delivery of goods and services

6.0 LED STRATEGY SIX: OPTIMAL LOCATION FOR AND ENABLING, LOCAL ECONOMIC DEVELOPMENT AND GROWTH

6.1 Objectives

- 6.1.1 To determine the optimal spatial location for LED activities as determined within the Municipal SDF framework
- 6.1.2 To identify physical and social infrastructure necessary to provide for economic growth, including the needs of the tourism industry, business, commerce, industry and warehousing

6.2 Interventions

- 6.2.1 Undertake detailed spatial evaluation of the Mtubatuba service centre node in order to determine the optimal location for commercial, service and industrial opportunities
- 6.2.2 Planning for future land needs
- 6.2.3 Planning an efficient roads and movement system
- 6.2.4 Planning for the delivery of services and infrastructure

6.3 Key Performance Indicator

- 6.3.1 Monitor the planning, servicing and development of land identified in the Spatial Framework for LED purposes
- 6.3.2 Planning, development and sale of Municipal-owned land for LED purposes

6.4 Proposed Strategic Actions

LED/Six-1	Confirm that the spatial and road frameworks integrate local economic development in terms of access and location and facilitate LED
LED/Six-2	Identify social, business, tourism and physical infrastructure needed for local economic development and quantify
LED/Six-3	Prepare appropriate, user friendly land use management mechanisms in terms of LUMP in SP/Four to enable local economic development

7.0 LED STRATEGY SEVEN: LOCAL ECONOMIC IMPLEMENTATION PLAN

7.1 Objectives

- 7.1.1 To ensure that the strategic programmes of action and implementation projects are encapsulated within a well formulated LED Implementation Plan

7.2 Interventions

- 7.2.1 Prepare an LED Implementation Plan
- 7.2.2 An LED Manager has been appointed
- 7.2.3 Create an economic advisory body in order to harness the insights and expertise of the local business community

7.3 Key Performance Indicator

- 7.3.1 Develop measurement indicators on the effectiveness of the Local Economic Implementation Plan and positive impacts on the local economy.

7.4 Proposed Strategic Actions

LED/Seven-1	Assimilate the products of the local economic development strategies and projects on an ongoing basis in terms of key performance indicators and implementation progress
LED/Seven-2	Evaluate local economic development implementation assessment report, evaluation, acceptance on an annual basis

XIV STRATEGIC FRAMEWORK FOR COMMUNITY WELFARE AND PROTECTION (COM)

COMMUNITY STRATEGIC GOAL
<i>A HEALTHY, WELL CARED FOR AND SAFE COMMUNITY</i>

1.0 COMMUNITY STRATEGY ONE: HEALTH CARE

1.1 Objectives

- 1.1.1 To ensure that land for, and adequate clinic services are provided
- 1.1.2 To identify land for a hospital in Mtubatuba and negotiate with Department of Health for such a facility (The Department of Health will be constructing a Community Health Care Clinic facility on a site, the acquisition of which is in process, opposite the Information Centre in Mtubatuba)
- 1.1.3 To ensure that ambulances and other emergency vehicles are provided as part of the Disaster Management programme and together with KZN Department of Health facilities

1.2 Causal Factors

- 1.2.1 There are insufficient, and inadequately staffed and stocked, clinic facilities in Mtubatuba. Money has been set aside for the upgrade of the Kwamsane Clinic, but Khula Village is in urgent need of a clinic facility

1.3 Interventions

- 1.3.1 Make sure that the land swap with Mondi, for the Community Clinic is expedited as soon as possible with appropriate planning
- 1.3.2 Ensure that Municipal staff facilitate KZN Department of Health
- 1.3.3 Inform the District that levels of service are inadequate (provision of water is critical and sanitation needs to be augmented where communities below the agreed minimum standard of a VIP toilet)
- 1.3.4 Inform Eskom that electrical services are inadequate, particularly to St Lucia and Monzi
- 1.3.5 Work with the District Municipality to ensure that ambulances and emergency staff are available as part of Disaster Management

1.4 Key Performance Indicators

- 1.4.1 Monitor the number, and successful servicing, of clinics in the Municipal area
- 1.4.2 Identify land for the location of a the Community Clinic because Mtubatuba's communities are in desperate need of such a facility

- 1.4.3 Set in place monitoring systems to check on response times to accidents and other emergencies as well as the capabilities of the Road Traffic Inspectorate staff to use emergency equipment. Provincial ambulances should be parked in Kwamsane, close to the N2

1.5 Proposed Strategic Actions

COM/One-1	Provision of well-stocked and staffed clinics for ante-natal, post-natal and primary health care, family planning, contraception and Aids urgently needed for all ages, in : * Msane/Indlovu Village (Wards 2 and 3) * Khula Village (Ward 3) * Kwamsane (Ward 1) (Enlarged Facilities) * Ezwenelisha (Ward 4) * Dukuduku Settlement Area (Ward 4)
COM/One-2	Identification of a suitably located site, which is sufficiently large and in the ownership of the municipality, for a future graded hospital in Mtubatuba in terms of the Spatial Framework
COM/One-3	Construction, stocking and staffing of the Centre in Mtubatuba
COM/One-4	Location of an ambulance service into the Mtubatuba Municipal area
COM/One-5	The Community Health Care Centre requires proper sewer services, water and electricity

2.0 COMMUNITY STRATEGY TWO: SOCIAL AND EDUCATIONAL INFRASTRUCTURE AND SERVICES

2.1 Objectives

- 2.1.1 To plan for and identify land for libraries, community halls, decentralised post cluster boxes pay points and public telephones
- 2.1.2 To plan for and ensure that land is set aside for additional schools, a tertiary training institution and a FET College
- 2.1.3 To determine the need for new schools and for extensions to schools to forward to KZN Department of Education
- 2.1.4 To encourage skills training for employment and employment creation and entrepreneurial development
- 2.1.5 To see to the provision of cluster post boxed and public telephones in all Wards

2.2 Causal Factors

- 2.2.1 Residential settlements are growing with the need for additional social and educational facilities
- 2.2.2 There are no tertiary training facilities within the District, the closest being Umhlatuze Municipality
- 2.2.3 Primary schools should be neighbourhood based for the safety of children

2.3 Interventions

- 2.3.1 Plan for, and set aside land for education, primary, secondary and tertiary and skills training institutions
- 2.3.2 Land for social services (post boxes and public telephones)
- 2.3.3 Inform the various Departments, Telkom and Eskom of the needs and of available land

2.4 Key Performance Indicators

- 2.4.1 Set up monitoring structures for the delivery of training facilities
- 2.4.2 The development of schools and tertiary training institutions

2.5 Proposed Strategic Actions

COM/Two-1	Provision of community halls and meeting facilities within : * Msane/Indlovu Village (Wards 2 and 3) (Year 2) * Khula Village (Ward 3) (Year 1) * Ezwenelisha (Ward 4) (Year 3)
COM/Two-2	Upgrading and repairing of the existing Mtubatuba Town Hall and Nordale Hall
COM/Two-3	Finishing Mtubatuba Library & provision of libraries: * Msane/Indlovu Village (Wards 2 and 3) (Year 3) * Khula Village (Ward 3) (Year 2) * Ezwenelisha (Ward 4) (Year 4) * Dukuduku Settlement Area (Ward 4) (Year 5)
COM/Two-4	Provision of cluster post boxes in all Settlement Areas(See Plan 2 Section B)
COM/Two-5	Provision of public telephones in all Settlement Areas (see Plan 2Section B)
COM/Two-6	Provision of skills training and adult literacy and registration of a SETA in terms of SAQA-NQF for general literacy, numeracy, business and entrepreneurial training, skills for crafts and employment requirements, computer and internet skills - FET Colleges see LED and job creation). Training of women, the disabled and the youth in various life skills, literacy, numeracy, business and crafts is a priority target (see COM/Three, Five) (Possible locations in Khula Village and Kwamsane)
COM/Two-7	Provision of a tertiary training institution (possibly combining some of the features and curricula of the skills and literacy training as in COM/Two-6 above) (essential for the training of school leavers who are unemployed)
COM/Two-8	Provision of pre-school-cum-crèche facilities in all Settlement Areas (see SDF Plan 2, Appendix 1)
COM/Two-9	Provision of primary schools, or additional classrooms at : * Kwamsane (additional classrooms) (Ward 1) * Kwamsane (new school) (Ward 1) * Msane (additional classrooms) (Ward 2) * Ndlovu Village (classrooms) (Ward 2) (2 sites) * Khula Village (lower primary school) (Ward 3) * Ezwenelisha (new school) (Ward 4) * Dukuduku Settlement Area (Ward 4)
COM/Two-10	Provision of high schools, or additional classrooms at : * Msane/Ndlovu Village (Wards 2 & 3) * Ezwenelisha (Ward 4) * Nordale (Ward 5)

3.0 COMMUNITY STRATEGY THREE: WOMEN

3.1 Objectives

- 3.1.1 To ensure that women are provided with the facilities and services for good health and greater ease and comfort in managing their diverse tasks of employment, child bearing, nurturing and family care
- 3.1.2 To cooperate in programmes to minimise women contracting HIV/Aids
- 3.1.3 To encourage, by municipal example, the employment of women to address issues of gender equity
- 3.1.4 To encourage women's participation in matters of local governance
- 3.1.5 To target the training of women in skills development to ensure better employment opportunities

3.2 Causal Factors

- 3.2.1 There are many single women headed households, earning insufficient incomes due to lack of education and training
- 3.2.2 Women have the highest HIV infection rate
- 3.2.3 Women are inclined to be withdrawn in terms of matters of governance due to cultural constraints and other commitments

3.3 Interventions

- 3.3.1 Inform women and girls about their HIV vulnerability
- 3.3.2 Set up communication and participation structures for women and ensure that Ward committees have women representation
- 3.3.3 Employ unskilled women within the Municipality as they represent the stratum of people most in need of employment and assistance (this was identified in IIDP in 2000)

3.4 Key Performance Indicators

- 3.4.1 Assess the number of women workers and labourers employed by the Municipality between 2000 and the present
- 3.4.2 Monitor and implement relevant findings of the Africa Centre regarding HIV/Aids
- 3.4.3 Assess the number of women actively involved in the Ward Committee Structures

3.5 Proposed Strategic Actions

COM/Three-1	In terms of LED/Two-1 to 5, Training, and COM/Two-6, set up programmes for the training of women in, <i>inter alia</i> , basic life skills, numeracy, literacy, crafts, hospitality, tourism giving effect to SAQA - NQF standards and criteria and proper registration and accreditation in various SETA's for skills for personal growth and better paid employment opportunities
COM/Three-2	Ensure gender equity in terms of municipal employment practices and equal salary scales and benefits also to set an example to other employees in the area. See INS/Four

COM/Three-3	Ensure properly equipped and staffed clinics and hospital facilities to assist women as child bearers and family nurturers (see also COM/One-1)
COM/Three-4	Educate women and girls regarding their vulnerability to contracting HIV/Aids and provide options and training regarding prevention and management (see also COM/Five and COM/Six)
COM/Three-5	Educate men and boys regarding their ability to prevent the spread of HIV/Aids through responsible behaviour (also see COM/Five and COM/Six)
COM/Three-6	To their rights to resist violence, abuse and rape and to be provided with support educate women and girls regarding their rights to resist violence, abuse and assistance by public and other authorities and organisations
COM/Three-7	Take up with the South African Police Services their poor treatment, and inadequate support, of women subjected to rape and abuse, through lack of training, competence, staffing resources and funding
COM/Three-8	Provide a place of safety for abused and raped women and girls and their children
COM/Three-9	Educate men and boys regarding the rights of women to not have to suffer abuse in any form
COM/Three-10	Undertake an educational and facilitation programme, from Ward committees upward to ensure the participation of women in democratic processes and in local government matters (also see INS/Two-4)
COM/Three-11	Ensure that the IDP Financial Strategy and the Council budget for the allocation of resources is gender sensitive (see also INS/Two-5)

4.0 COMMUNITY STRATEGY FOUR: THE AGED AND THE DISABLED

4.1 Objectives

- 4.1.1 To alleviate the problems of the aged and the disabled where they do not have families to care for them
- 4.1.2 To encourage welfare and church groups to provide food and, where possible, shelter for the destitute elderly and for the disabled
- 4.1.3 To target skills training for the aged and disabled upon whom the tasks have fallen to educate and care for grand children in the absence of their parents
- 4.1.4 To provide skills training for active aged and disabled people
- 4.1.5 To ensure proper health care facilities and ease of access for the aged and the disabled
- 4.1.6 To take into account the needs of the aged and disabled in the planning of physical infrastructure and services, such as wheelchair ramps at intersections

4.2 Causal Factors

- 4.2.1 The national government is slowly withdrawing its support for the aged and grants for frail care – the problem thus falls to families and the local level
- 4.2.2 Pension income is insufficient for survival without family support
- 4.2.3 Many pensioners are caring for orphaned grand children
- 4.2.4 Physical infrastructure and services, such as public buildings, side walks and roadways do not cater for the aged and disabled with, for example, ramps to facilitate ease of movement
- 4.2.5 In terms of employment equity and affirmative action, disabled persons should be formally employed within the municipality

4.3 Interventions

- 4.3.1 Set aside land for a municipal orphanage and inform the relevant departments to budget for the urgent construction and servicing of such a facility
- 4.3.2 Encourage social and church groups to assist
- 4.3.3 Set criteria for building and roadway construction to accommodate the elderly and the disabled
- 4.3.4 Employ disabled people within the Municipality

4.4 Key Performance Criteria

- 4.4.1 Are any disabled people employed by the Municipality?
- 4.4.2 Has a survey to establish the extent of the problem in respect of the elderly caring for orphans been undertaken and followed through on?
- 4.4.3 Budget for the design and construction of ramps and level surfaces within Mtubatuba particularly being the main shopping facility for the aged and disabled

4.5 Proposed Strategic Actions

COM/Four-1	To alleviate the problems of the aged and the disabled where they do not have families to care for them, such as providing a meal per day, and where malnutrition has been identified
COM/Four-2	To target older people, pensioners and disabled people for inclusion in skills training in terms of LED/Two-1-5, COM/Two-6 and COM/Three-1 and participation in local economic development
COM/Four-3	Assist and advise older people, pensioners and the disabled who are the sole support of their families due to deaths precipitated by HIV/Aids, regarding government financial support and other areas of assistance
COM/Four-4	Subsidies / assistance in terms of transport provision for the elderly and the disabled
COM/Four-5	Ensure properly equipped and staffed clinics and hospital facilities to address the needs of the aged and the disabled, in terms of COM/One-1 to 4
COM/Four-6	Ensure the provision of ramps and level surfaces in order to facilitate movement of the elderly and disabled, in terms of all public facilities, buildings, sidewalks and paths
COM/Four-7	Ensure employment for the disabled in terms of municipal employment practices(see COM/Three-2 and INS/Four)

5.0 COMMUNITY STRATEGY FIVE: CHILDREN AND YOUTH

5.1 Objectives

- 5.1.1 To identify children who have been orphaned and are uncared for
- 5.1.2 To set aside land for a Municipal Orphanage
- 5.1.3 Undertake Aids awareness programmes amongst the youth – work with Africa Centre in this regard
- 5.1.4 Provide sufficient parks, open space and sporting facilities for children and the youth
- 5.1.5 To ensure that skills and tertiary training facilities are catered for in the planning of the town to build up the youth

5.2 Causal Factors

- 5.2.1 Disruption of family life caused by Aids or other deaths, children being cared for by grand parents or older siblings (child heads of households)
- 5.2.2 Too little Aids awareness training
- 5.2.3 Most school leavers cannot study after school and are generally unemployed requiring skills

5.3 Interventions

- 5.3.1 Identify and set aside land for a Municipal Orphanage
- 5.3.2 Develop parks and recreation facilities
- 5.3.3 Plan for land for a tertiary training centre / FET College
- 5.3.4 Plan for land for skills training centres

5.4 Key Performance Indicators

- 5.4.1 Undertake a survey to assess the condition of sporting facilities and create a maintenance and upgrading plan for them
- 5.4.2 Development of skills training facilities
- 5.4.3 Development of Municipal Orphanage

5.5 Proposed Strategic Actions

COM/Five-1	Identify all children who have lost their parents through HIV/Aids and ensure the receipt of government grants through their guardians. Advertise through the schools. Co-operate with Africa Centre
COM/Five-2	Determine the real needs of destitute children and families and identify, if necessary, land in municipal ownership for the location of a home for orphans and other indigent people, in terms of HIV/Aids
COM/Five-3	Educate girls and young women regarding their vulnerability to contracting HIV/Aids and provide options and training regarding their rights, prevention measures and management (see also COM/Three and COM/Six)
COM/Five-4	Educate boys and young men regarding their ability to prevent the spread of HIV/ Aids through responsible behaviour (see also COM/Three and Com/Six)
COM/Five-5	Educate girls and young women regarding their rights to resist violence, abuse and rape and to be provided with support and assistance by public and other authorities and organisations. Educate boys and young men in this regard. (see COM/Three-7,8 ,9)
COM/Five-6	Provide, in addition to sporting facilities and areas for active and passive recreation and the provision of green areas (see ENV/Four-1 to 6) parks, with appropriate recreational and play equipment, developed and well maintained, in all Settlement Areas
COM/Five-7	Provide post school formal tertiary training and general skills and business/ training for, specifically, unemployed school leavers (see also LED/Two-1 and 6, COM/Three-1 and 10, COM/Four-2

6.0 COMMUNITY STRATEGY SIX: MANAGING THE IMPACTS OF HIV/AIDS AT LOCAL LEVEL

6.1 Objectives

- 6.1.1 Obtain information to assess the impact of HIV/Aids on local economic development

- 6.1.2 To assist families, who have lost bread winners, based on the Indigent Policy and the HIV/Aids Strategy Plan

6.2 Causal Factors

- 6.2.1 Aids pandemic

6.3 Interventions

- 6.3.1 Determine the impact of HIV/Aids on local economic activity and on the community and attempt to assess real needs. This could form part of assessing Mtubatuba's LED strengths and weaknesses (see LED)

6.4 Key Performance Indicator

- 6.4.1 Has an economic model been developed to measure the real impact of HIV/Aids on the local economy?
- 6.4.2 Registration of children heads of households, the elderly and the indigent in terms of the Indigent policy

6.5 Proposed Strategic Actions

COM/Six-1	Identify and assess the potential impact of HIV/Aids on local economic development and growth and quantify employment needs for strategic planning at local government level. This process should also inform the need for housing and services delivery over the next 5 years
COM/Six-2	Assist and advise older people, pensioners and the disabled who are the sole support of their families due to deaths in the family precipitated by HIV/Aids regarding government financial support and other areas of assistance (see also COM/Four-3)
COM/Six-3	Identify all children who have lost their parents through HIV/Aids and ensure the receipt of government grants through their guardians. Advertise through the schools(see also COM/Five-1)
COM/Six-4	Determine the real needs of destitute children and families and identify, if necessary, land in municipal ownership for the location of a home for orphans and other indigent people, in terms of HIV/Aids (see also COM/Five-2)
COM/Six-5	Register a LGWSETA in order to train trainers in the management of HIV/Aids to work closely with affected families

7.0 COMMUNITY STRATEGY SEVEN: COMMUNITY SAFETY AND SECURITY

7.1 Objectives

- 7.1.1 To ensure safe access for workers and learners to their places of work and learning for planning for the provision of additional access roads and pedestrian and cyclist paths
- 7.1.2 To upgrade and improve the safety of hazardous intersections
- 7.1.3 To act against crime through learning preventative skills

7.2 Causal Factors

- 7.2.1 Inadequate transport system, in un-roadworthy vehicles

7.2.2 To address shortcomings in the road system and intersections, as well as lighting and clearly marked

7.2.3 High levels of crime

7.3 Interventions

7.3.1 Implement an overdue system of testing mini-bus taxis for road worthiness

7.3.2 Test for valid driver's licences

7.3.3 Upgrade hazardous intersections with the assistance of SANRAL and the Provincial Department of Transport

7.4 Key Performance Indicators

7.4.1 Keep a register of un-roadworthy vehicles and recall them for testing

7.4.2 See whether accident levels drop at identified unsafe intersection

7.4.3 Make sure that Community Policing Forums are operational and monitor number and severity of crimes

7.4.4 Additional access routes developed and used

7.5 Proposed Strategic Actions

COM/Seven-1	Address the hazardous intersections and dangerous routes travelled by commuters dangerous routes travelled by commuters across the N2, along the MR237 to St Lucia and create safe pedestrian and cycling routes and crossings (see INF/One Projects)
COM/Seven-2	Design and implement a system of taxi registration and operating permits based on registered taxi routes which are enforced by KZNDOT (see INF/Six-2)
COM/Seven-3	Devise and implement a system of testing and deregistering un-roadworthy vehicles with particular reference to minibus taxis in terms of community safety concerns (see also INF/Six-4)
COM/Seven-4	Address the high levels of crime taking place in Mtubatuba in businesses, shops, along the roads, at the beach and farms, which detract from development opportunities, the growth of tourism, alienate organised business and commerce and negatively impact on local economic development, municipal financial stability and sustainability and the overall attractiveness of Mtubatuba as a location
COM/Seven-5	The South African Police Services must lack of human resources and adequate training and levels of operational competence(see also COM/Three-7 and INS/One-9)
COM/Seven-6	Address the inadequate handling of women and girls who have been raped and/or battered and abused (see also COM/Three-6 and 7)
COM/Seven-7	Initiate a public crime awareness and education programme among householders, women, girls, businesses, farmers, farm labourers and tourists/visitors to understand the nature of crime and appropriate preventative actions to take

8.0 COMMUNITY STRATEGY EIGHT: SETTLEMENT, HOUSING AND SERVICES (See Strategic Housing Plan)

8.1 Objective

8.1.1 To address the housing and services needs of all the communities

8.2 Causal Factors

- 8.2.1 People and businesses are moving into Mtubatuba
- 8.2.2 The issues regarding the Dukuduku Settlement in the Forest
- 8.2.3 The development issues in Khula Village, with large amounts of unspent funding and an un-started project, requiring joint actions with DLGTA
- 8.2.4 Issues preventing the completion of Ezwenelisha due to community factions and dissensions
- 8.2.5 The poor condition of the houses and infrastructure in Indlovu Village, which is a new settlement area some three years old
- 8.2.6 The housing and formalisation needs of Msane Traditional Area
- 8.2.7 The settlement in the building restriction line of the N2 national road. Settlement alongside Kwamsane / Msane taking place up to the edge of the road reserve requiring joint action with SANRAL

8.3 Interventions

- 8.3.1 Plan for and upgrade physical infrastructure in Mtubatuba town to cope with the location of businesses, industries and shops into town as well as growth in residential areas
- 8.3.2 Address, with the District, the critical water issues. Forward the import of the problem to National Government
- 8.3.3 Solve the problems of the Dukuduku Settlement and plan for services and housing to be delivered to that community, with DLGTA, DWAF and KZN Department of Housing
- 8.3.4 With DLGTA and Department of Housing, sort out the housing project in Khula Village so that the beneficiaries may receive title to their land, together with services and a house
- 8.3.5 With DLGTA, Department of Housing and DWAF, sort out the problems of finalising Ezwenelisha, finishing up the infrastructure reticulation and houses for the beneficiaries
- 8.3.6 Set up meetings with the KZN Department of Housing the developers of Indlovu Village in order to ascertain the critical issues in constructing the services and houses in Indlovu Village and remedial action
- 8.3.7 Contact SANRAL and set up meetings with the Traditional Authority and the community to sort out the illegal settlement along the national road (N2)
- 8.3.8 Sort out the critical sewerage disposal issue in St Lucia with regard to the leaking ponds
- 8.3.9 Identify land for housing which is in Municipal ownership, plan for development and provide physical infrastructure including land, in amongst others, Nordale, adjacent to Indlovu Village and directly east of Mtubatuba
- 8.3.10 Prepare a Strategic Housing Plan with funding provided by KZN Department of Housing

8.4 Key Performance Indicator

- 8.4.1 Make sure that once programmes of action are set up, that these are adhered to and the Communities are compliant with decisions and agreements reached

8.5 Proposed Strategic Actions

COM/Eight-1	Planning and formalisation of the informal settlements in Msane area (Ward 2) see also INF/One-11, INF/Two-3, INF/Two-10, INF/Two-29
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COM/Eight-2	Finalise the amendment of general plan for Kwamsane to create and service 168 residential, 10 church, 4 crèches and 2 commercial erven for market-related sale and development Bridging finance to install services essential
COM/Eight-3	Inform the affected communities of the restriction applicable, and cost implications, in respect of building development and provision of services within the building line and building restriction areas along the N2
COM/Eight-4	The planning, development, facilitation and allocation of 1200 with associated non- residential land uses - Indlovu Village
COM/Eight-5	Identification of additional residential sites and layout planning for affordable, market - related development in Nordale
COM/Eight-6	Identification of future residential development areas in Mtubatuba in terms of the IDP Spatial Framework
COM/Eight-7	Housing development in Khula Village for 1054 families and residential sites and associated land uses and required services and re-layout of flooded sites
COM/Eight-8	Resettlement of families from Dukuduku Forest to land purchased by DWAF at Ezwenelisha
COM/Eight-9	Housing settlement for agricultural workers in urban clusters in the municipal area. In Year 2 prepare a housing subsidy application
COM/Eight-10	Formalisation of Dukuduku Settlement Area as per SDF & Plans 18 & 18, Appendix 2

9.0 COMMUNITY STRATEGY NINE: LAND REFORM, LAND REDISTRIBUTION AND LAND CLAIMS

9.1 Objectives

- 9.1.1 To ensure that the Municipality is apprised of all land claims in its area of jurisdiction
- 9.1.2 To work with National and Provincial government on these issues
- 9.1.3 To incorporate further programmes of land distribution into the IDP and SDF
- 9.1.4 To determine the status of the land claim over a large portion of land by some of the Dukuduku community members. Work together with AFRA on this matter and with the Regional Land Claims Commissioner
- 9.1.5 To ascertain whether the farm workers in Mtubatuba have initiated any land redistribution and land tenure programmes with Department of Land Affairs (DLA)

9.2 Causal Factors

- 9.2.1 Need to assist in correcting the land needs of various communities in Mtubatuba

9.3 Interventions

- 9.3.1 Cooperate with and appeal to DLA and the Land Claims Commission to keep the Municipality informed on all matters of land claims and redistribution

9.4 Key Performance Indicators

9.4.1 Assess the success or otherwise of land tenure projects and programmes

9.4.2 Resolution to the land claim issue in 9.1.4 above

9.5 Proposed Strategic Actions

COM/Nine-1	Identify areas of state owned and municipal land suitable for agricultural development and/or settlement to further the aims of tenure reform and the process of land redistribution, supporting such programmes as LRAD (Land Redistribution for Agricultural Development) (see also LED/One-5)
COM/Nine-2	Support and assist the current land reform (LRAD) project near Monzi, Phumasingene Co-operative Limited, on the farm Mybie, which is a sugar cane farming project
COM/Nine-3	Determine the status of the Land Claim in Mtubatuba (see Plan 25, Appendix 2)

10.0 COMMUNITY STRATEGY TEN: DISASTER MANAGEMENT

10.1 Objectives

10.1.1 To identify shortcomings and attend to disaster management requirements for the greater safety of the communities

10.1.2 To prepare a Disaster Management Plan (See Extracts of the Draft Disaster Management Plan in Section J)

10.2 Causal Factors

10.2.1 The District and Local Municipalities are understaffed and under-resourced to cope with disasters in the form of serious road accidents, forest and veld fires, floods, epidemics and drowning

10.3 Interventions

10.3.1 Ensure that Mtubatuba maintains active linkages with the District and other Local Municipalities to set up systems to manage disasters

10.3.2 Set in motion the acquiring of Provincial ambulances parked at Kwamsane, as well as a hospital in Mtubatuba and with properly trained rescue personnel

10.4 Key Performance Indicators

10.4.1 Assess whether the Disaster Management Plan addresses all of the requirements for proper Disaster Management

10.4.2 Ensure that the existing Disaster Management Plan is regularly updated, relevant and implemented

10.5 Proposed Strategic Actions

COM/Ten-1	The need for fire fighting capacity is essential. Examine the potential and costs of obtaining a fire fighting tender for urban use, and employing and training staff. (In this regard local water pressure is wholly insufficient for fire fighting purposes (being addressed as part of water services by the District)
COM/Ten-2	Fire Fighting for managing forest fires is imperative and a District function. Ensure that the two-way radio system is operational at all times
COM/Ten-3	An ambulance service is urgently required to manage road accidents in transporting the injured
COM/Ten-4	Initiate a flood management training and information programme, although not a frequent occurrence
COM/Ten-5	Set in place criteria and a programme and effective procedures for managing health epidemics: cholera, malaria, and anthrax. These actions are in addition to the education of communities in preventing disease. Ascertain responsibility
COM/Ten-6	Water related accidents will be on the increase as tourism and the attractiveness of St Lucia grows. Undertake, together with the GSLWP and Ezemvelo KZN Wildlife, a feasibility analysis of obtaining and managing patrol boats both inside the estuary and off-shore as well as trained divers and search and rescue teams

XV STRATEGIC FRAMEWORK FOR ENVIRONMENTAL PROTECTION AND ENHANCEMENT (ENV)

ENVIRONMENTAL STRATEGIC GOAL
<i>A CLEAN, BEAUTIFUL, PROTECTED AND ACCESSIBLE ENVIRONMENT FOR THE BENEFIT OF THE COMMUNITIES, VISITORS AND NATURE</i>

1.0 ENVIRONMENTAL STRATEGY ONE: INTEGRATED ENVIRONMENTAL MANAGEMENT

1.1 Objectives

- 1.1.1 To ensure that the strategic programmes of action are encapsulated within well formulated principles of integrated environmental management programmes and projects
- 1.1.2 To identify and locate sensitive and conservation areas within the SDF areas and to initiate a Municipal Open Space System (MOSS)
- 1.1.3 To identify and create implementation actions for alien invasive plant eradication and for regenerating indigenous trees and flora
- 1.1.4 To address pollution and littering
- 1.1.5 To devise implementable land use management mechanisms
- 1.1.6 To satisfy the constitutional mandate for ensuring environmental health

1.2 Causal Factors

- 1.2.1 General lack of understanding and application, of integrated environmental planning and management
- 1.2.2 General lack of understanding and appreciation of the importance of the environment

1.3 Interventions

- 1.3.1 Prepare an environmental management plan for implementation
- 1.3.2 Identify the environmental strengths and weaknesses of Mtubatuba, enhancing positive and mitigating negative aspects
- 1.3.3 Work with the KZN Department of Health to ensure the general environmental health of the communities

1.4 Key Performance Indicator

- 1.4.1 Appoint an environmental consultant to update the Strategic Environmental Assessment (SEA) which was undertaken in 2000 as part of the LUMS Pilot Project, and finalise the Environmental Management Programme which is in draft form

1.5 Proposed Strategic Actions

ENV/One-1	<p>Prepare an environmental management plan based on the principles of integrated environmental management in order to :</p> <ul style="list-style-type: none"> * ensure that all of the environmental strategies and actions are encapsulated within such framework * augment the spatial framework determination of environmentally sensitive areas and habitats and areas for passive recreation, tourism and general amenity, to a greater level of detail * identify appropriate uses along the boundaries of the Park which are mutually acceptable * integrated environmental criteria into the land use management system and town planning schemes * ensure that all land uses with environmental impact potential be integrated with, and managed through, the EMP * identify areas requiring protection; rehabilitation and replanting in terms of poor land use management and unsound agricultural practices (see also the strategic action frameworks for tourism, recreation, storm water management and drainage).
ENV/One-2	Appoint Environmental Officer

2.0 ENVIRONMENTAL STRATEGY TWO: COMMUNITY AWARENESS AND PARTICIPATION

2.1 Objectives

- 2.1.1 To set up programmes for creating community awareness about the environment, the hazards and aesthetically unacceptable impacts of littering, and about eradication of invasive alien plants and replanting to indigenous trees and vegetation. There is documentation available from Ezemvelo.
- 2.1.2 To set up a Municipal programmes of eradication and control of invasive alien trees and plants, substituting these with indigenous vegetation
- 2.1.3 To clean up the environment through launching anti-littering and clean-up programmes with the schools and communities

2.2 Causal Factors

- 2.2.1 Culture of littering and general acceptance by the communities of an unattractive and dirty environment
- 2.2.2 Culture of propagating invasive alien trees (gum trees, syringas, pines) and trees which have escaped from the forestry areas
- 2.2.3 General lack of community awareness about creating beautiful environments as part of sustainability and pride in one's town

2.3 Interventions

- 2.3.1 Obtain brochures and printed material from relevant departments and circulate these to inform communities about alien invasive plants and ecological processes and habitats. Set up programmes with the Department Agriculture and Environment Affairs (DAEA) as well as Ezemvelo.

- 2.3.2 Support the planting and beautification programmes of the Wildlands Conservation Trust (Khula Information Office in Khula Village) and the African Conservation Trust (Planting of trees using trees and plants grown by the Manukelana Arts and Nursery in Khula Village)
- 2.3.3 Initiate anti-littering campaigns
- 2.3.4 Implement KZN Department of Health programmes

2.4 Key Performance Indicators

- 2.4.1 Noting that the town and its suburbs are generally cleaner with less litter
- 2.4.2 Set targets on the number and location of indigenous trees obtained / donated and planted
- 2.4.3 Effectiveness of programmes to protect trees, plants and habitats
- 2.4.4 Set targets on alien invasive plant eradication as part of implementing the EMP
- 2.4.5 Visits to, enjoyment of, the first phase of the Municipal Open Space System (MOSS) development in Mtubatuba

2.5 Proposed Projects and Actions

ENV/Two-1	Create community awareness about the environment, indigenous and preferred plants and trees for sustainable development
ENV/Two-2	Create community awareness about alien trees, plants and weeds, management and substitution thereof through a programme of planting indigenous vegetation and trees in terms of the Environmental Management Plan for integrated environmental management
ENV/Two-3	Obtain brochures on alien plants and trees and distribute to all public and commercial facilities, such as community halls, libraries, pay points and shops for public access to, and understanding of, plants
ENV/Two-4	Plan and implement, in terms of the Environmental Management Plan, anti-littering and anti-pollution programmes throughout the community addressing also the problems regarding the informal sector, devising appropriate, or obtaining, printed information for distribution
ENV/Two-5	Assess the issue of commercial agriculture and other agricultural practices within drainage valleys, wetlands and natural storm water filtration areas, in terms of the Environmental Management Plan, Spatial Framework and Land Use Management Plan and institute a programme of rehabilitation and replanting where necessary
ENV/Two-6	Work with communities in terms of the arts and crafts being produced for tourism consumption from cutting down and utilisation of indigenous trees. Initiate projects in order to replace such valuable trees and vegetation for protection, conservation, for environmental enhancement and for the sustainable utilisation of natural resources, in terms of the Environmental Management Plan
ENV/Two-7	Initiate programmes of training for sustainable urban agriculture
ENV/Two-8	Initiate programmes of agricultural training and job creation in terms of preferred LED agriculture projects for sustainability (see LED Strategies and projects)
ENV/Two-9	General maintenance of verges, undeveloped land and storm water channels (see LED/One : Employment Creation)
ENV/Two-10	Together with the necessary inputs from SANRAL plan a planting and environmental rehabilitation programme along the N2 through Mtubatuba
ENV/Two-11	Clearing of wood shavings dump at the Sawmill (next to Khula Village) as it is unacceptable to the Wetland Park Authority and is not environmentally suitable for its current location

3.0 ENVIRONMENTAL STRATEGY THREE: AESTHETICS, SIGNAGE AND LAND USE MANAGEMENT

3.1 Objectives

- 3.1.1 To prepare and implement an aesthetics and signage policy in the light of Mtubatuba's location at the southern entrance to Umkhanyakude District and the main southern entrance to the Park
- 3.1.2 To identify implementation mechanisms, be they by-laws, to ensure compliance
- 3.1.3 To extend the existing town planning schemes area of effect and set in place land use parameters to facilitate visual and aesthetic requirements, as part of the LUMS process

3.2 Causal Factors

- 3.2.1 The lack of staff to devise and implement the above objectives
- 3.2.2 The area is not legible to passers-by and visitors, to lead them to where the various activities are located
- 3.2.3 The signage at present is low key, untidy, unattractive and insufficient to guide visitors

3.3 Interventions

- 3.3.1 Strengthen visual linkages to the eco-tourism hinterland
- 3.3.2 Strengthen Mtubatuba's identity as the main service centre for Umkhanyakude with facilities to provide for the needs of people visiting a service centre
- 3.3.3 Set in place of Policy with inputs from the Park and Ezemvelo to guide the process

3.4 Key Performance Indicators

- 3.4.1 Adopt the District Brand Name of "Elephant Coast" and encourage tourism operators and accommodation facilities to utilise the name
- 3.4.2 Have the environmental objectives been absorbed for implementation into the Town Planning Schemes, the LUMS and the Municipal By-laws

3.5 Proposed Projects and Actions

ENV/Three-1	Prepare and implement an Aesthetics and Signage Policy co-ordinated with the DC Tourism Strategy and the Wetland Park to develop common signage. This should form part of the municipal by-laws and be enforceable in terms of the town planning scheme (see LED/Four-4 : Tourism) through the LUMS
ENV/Three-2	Prepare implementation and enforcement mechanisms in respect of ENV/Three-1 within the by-laws and / or town planning schemes and LUMS(see SP/Four and INS/Five)
ENV/Three-3	Amend the Mtubatuba Town Planning Scheme in order to accommodate the requirements of ENV/Three-1 and LED/ Four-4 and to align with the existing St Lucia Town Planning Scheme. Encapsulate these with the general land use management mechanisms extended to the full area of jurisdiction of Mtubatuba (see SP/Four and INS/Five)

4.0 ENVIRONMENTAL STRATEGY FOUR: OPEN SPACE FOR ACTIVE AND PASSIVE RECREATION

4.1 Objectives

- 4.1.1 To identify sufficient land, and obtain funding, to develop sports and recreation facilities
- 4.1.2 To facilitate the provision of passive recreation and nature appreciation areas together with DAEA. Ezemvelo and the Park including the development of the first phase of the Mtubatuba Municipal Open Space System (MOSS)
- 4.1.3 To ensure that the Beach area is accessible to the local communities

4.2 Causal Factors

- 4.2.1 Insufficient desirable open space and land needs to be identified, or where existing land use indicates open space, then obtain funding for appropriate development purposes

4.3 Interventions

- 4.3.1 Obtain concessions for local communities to be able to access the Park for recreation purposes and which is affordable to them, for example Futululu and the Beaches
- 4.3.2 In terms of the EMP plan for, and develop, municipal conservation areas for passive recreation, open space and general attractiveness (beginning the first steps towards creating a Municipal Open Space System [MOSS])

4.4 Key Performance Indicators

- 4.4.1 The development of sports fields
- 4.4.2 The proper maintenance of sports fields by the Municipality
- 4.4.3 The protection, enhancement and maintenance of the important drainage valleys to be planted and developed into the MOSS, starting with the dam at the entrance to Mtubatuba town

4.5 Proposed Projects and Actions

ENV/Four-1	Develop sporting facilities and playing fields for recreation and community welfare, at : * Kwamsane (Ward 1) (in progress) * Msane (Ward 2) * Khula and Indlovu Villages (Ward 3) * Dukuduku & Ezwenelisha (Ward 4) * Nordale (Ward 5)
ENV/Four-2	Identify optimum location for a public swimming pools
ENV/Four-3	In terms of the need for tourism and recreation infrastructure (see also LED/Four) identify optimum areas, obtain funding and develop cycling tracks, hiking trails, picnic facilities, bird and nature watching facilities and eco-education centres to link environmental awareness, aesthetics and community recreation needs
ENV/Four-4	Upgrade of the beach at St Lucia and areas adjacent to the beach in order to address community and tourism amenity and facilities

ENV/Four-5	Facilitate community access to the Park through entrance concessions by agreement with the Park
ENV/Four-6	Design and construction of a storm water management system (with attenuation Ponds and overflow system) in order to protect, enhance and conserve the north-south drainage valley from the southern entrance to Mtubatuba south to the Mfolozi River. This system will serve as a green lung, visually aesthetic for the local communities of Wards 1, 2, 3 and 5 serve as a rehabilitation project of the valley and adjacent land, formerly largely under sugar cane, as a focus for parks, hiking trails and the possible establishment of a eco-training centre (see projects INF/Two-22 and 23)
ENV/Four-7	In terms of Spatial Framework develop and Municipal Open Space System (MOSS) (see Plans 15 A, B, C and D)

XVI STRATEGIC FRAMEWORK FOR ACHIEVING MUNICIPAL, INSTITUTIONAL AND ORGANISATION CAPACITY AND FINANCIAL STABILITY AND VIABILITY (MUN)

MUNICIPAL, INSTITUTIONAL AND FINANCIAL STRATEGIC GOAL
<i>EFFICIENT, EFFECTIVE, FINANCIALLY STABLE AND A REPRESENTATIVE AND GENDER EQUITABLE ADMINISTRATION</i>

1.0 MUNICIPAL STRATEGY ONE: BUILDING A VIABLE AND FINANCIALLY STABLE AND WELL ADMINISTERED MUNICIPALITY

1.1 Objectives

- 1.1.1 To expand the rates base through attracting business and development into Mtubatuba, encouraging home ownership as well as growing the local economy
- 1.1.2 To encourage the communities to pay for rates and services
- 1.1.3 To set in place a Revenue Management and Billing System
- 1.1.4 To set in place revenue raising strategies in order to develop the Municipal capacity and capability
- 1.1.5 To use financial and human resources wisely and sustainably

1.2 Key Performance Indicators

- 1.2.1 The compilation of annual statistics and registers in order to show:
 - a) increases in the municipal rates and business income, measured annually
 - b) how many building plans have been approved and the value of these
 - c) increase in economic activity
 - d) the increase in the sale of land and the increase in the value of properties
 - e) the increase/decrease in levels of crime and types of offences
 - f) types of businesses and services which are locating into the town
 - g) increase or decrease in employment opportunities
 - h) increase in the number of SMME's,
 and inform the IDP Review Process on an annual basis
- 1.2.2 Identify communities who resist payment for rates and services and address their complaints. Manage and answer community queries, keeping a record of concerns to feed into the IDP process
- 1.2.3 Obtain clarity on the rateable income generated by the Park, as it is a land owner and developer in the Municipal area such as any other land owner and developer

1.3 Preparation of Statutory Plans and Other Information to inform the IDP budgeting and other processes

- 1.3.1 Financial Management Plan, indicating national and provincial allocations and resources and medium-term expenditure frameworks

- 1.3.2 A Service Delivery Budget Implementation Plan (SDBIP)
- 1.3.3 A Revenue Management and Billing System (This is part of a shared service with the District funded from Municipal Assistance Programme (MAP). This should be finalised each year)
- 1.3.4 Expenditure Report to inform allocations (Part of the IDP Financial Management Plan)
- 1.3.5 Budgets for all aspects of the IDP, and including the five national KPA's (LED, Basic Service Delivery, Transformation and Institutional Development, Financial Viability and Management, Good governance and Community Participation)
- 1.3.6 Imbizo Outputs shown in the IDP
- 1.3.7 A Debt Recovery Plan (which is part of 1.3.3 above)
- 1.3.8 Preparation of an Annual Report, including the Annual Performance Report submitted to the Auditor General, as required in terms of the Municipal Finance Management Act (This is finalised by January each year)
- 1.3.9 In terms of the Indigent Policy, provision of support programmes for indigents catered for in the Schedule of Tariffs and in the Annual Municipal Budget
- 1.3.10 The Capital Investment Plan and Income and Expenditure Statements (Operational and Capital) (Part of the Annual Budget and the IDP Financial Plan)

1.4 Proposed Strategic Actions

MUN/One-1	Grow Mtubatuba's economy, determine its niche markets, services and business development potential, for employment opportunities and to expand the rates base
MUN/One-2	Encouraging communities to pay for rates and services
MUN/One-3	Set in place annual statistics and registers and keep them up to date on a weekly, monthly and annual basis
MUN/One-4	Identify communities who resist payment for rates and services
MUN/One-5	Obtain clarity on the rateability of Park development within the Municipal area
MUN/One-6	Preparation of Plans to inform IDP budgeting
MUN/One-7	Prepare business plans to access funding on an ongoing basis. There are funds which can be accessed on application

2.0 MUNICIPAL STRATEGY TWO: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

2.1 Empowering the Political Leadership

2.1.1 Objective

- a) To ensure that the political leadership of the Municipality is empowered and facilitated to carry out their tasks efficiently and effectively

2.1.2 Key Performance Indicators

- a) Training and facilitation of the Councillors
- b) Additional training for Women Councillors where there is lack of experience in the management of local government affairs

- c) Indicate whether the Council is representative of a diversity of race, gender and the disabled

2.2 Human Resource Development

2.2.1 Objectives

- a) To ensure that sufficient financial resources are allocated for the employment of additional staff to capacitate the Municipality to run an efficient and effective municipal system
- b) To ensure that sufficient financial and staff capacity are put in place to implement the IDP and make it the main planning document to inform the Municipal budget
- c) To ensure that the principles of employment equity are applied in appointing senior management, middle management and junior management and general staff

2.2.2 Key Performance Indicators

- a) In terms of employment equity continually evaluate optimum staffing requirements
- b) Employment of staff to fulfil the objectives above
- c) Implementation of the Code of Conduct for Officials, as set out in the Municipal Systems Act of 2000
- d) Develop a Human Resource Development and Retention Strategy

2.3 Gender Equity

2.3.1 Objective

- a) To ensure that the human resources component of the Municipality are representative, in terms of the requirements of the Constitution

2.3.2 Key Performance Indicators

- a) In terms of employment equity continually evaluate staffing requirements for representivity
- b) Ensure that in terms of employing further senior staff that these positions are allocated to Women. These are the Corporate Services Manager and the qualified Town Planner

2.4 Proposed Strategic Actions

MUN/Two-1	Training and facilitation of Councillors and Women Councillors where there is a lack of experience in the management of local government affairs
MUN/Two-2	In terms of the regular attendance by, and interest in, the IDP process by the political leadership of the Municipality, ensure that the products and implications of the IDP, which will inform and guide the budget preparation annually
MUN/Two-3	Ensure that information and training sessions are well attended by the nominated Councillors and that official report-back and resolution thereon forms part of Council's decision- making processes
MUN/Two-4	In terms of the Constitution and National Policy, ensure that the Annual Budget is gender sensitive and gender aware

MUN/Two-5	Ensure that sufficient financial resources are found and allocated for the employment of staff to run an efficient and effective municipal system
MUN/Two-6	Ensure that the Organogram is continually monitored as an effective tool to facilitate efficient municipal operation in the interests of developmental local government. This is a Key Performance Indicator in this strategy. The appointment of qualified, experienced staff to key positions is important
MUN/Two-7	<p>Key Positions which have been filled since 2007: Municipal Manager Technical Services Manager IDP and LED Manager Corporate Services Manager Town Planner Building Inspector</p> <p>Some Key Positions still to be filled: IT Specialist IDP Manager (separate appointment) PMS Manager Environmental Manager</p> <p>Key Issues to be Addressed in Equity Plan and Organogram Appointment of Women to Senior / Head of Department positions for Equity balance in the Municipal environment, there presently only being one woman in a senior position In view of the importance of Town Planning in terms of the, soon to become effective, KwaZulu-Natal Planning and Development Act, 2008, create a separate Town Planning Department to augment the District Municipality Shared Services currently being implemented</p>
MUN/Two-8	As identified throughout the IDP and IDP processes, the Municipality needs to appoint both unskilled and skilled employees.
MUN/Two-9	Totally lacking, currently, is the employment of disabled people in the Municipality

3.0 MUNICIPAL STRATEGY THREE: DEMOCRATIC AND DEVELOPMENTAL LOCAL GOVERNMENT (GOOD GOVERNANCE AND COMMUNITY PARTICIPATION)

3.1 Objectives

- 3.1.1 To manage, efficiently and effectively, development and the development process
- 3.1.2 To streamline statutory processes and procedures to obviate delays in service delivery
- 3.1.3 To ensure that all communities have their basic needs addressed
- 3.1.4 To ensure that communities always play a participative role in local government affairs

3.2 Key Performance Indicators

- 3.2.1 Assess, in facilitating development, whether the Municipality is fulfilling its constitutional mandate
- 3.2.2 Keep records and registers to assist the compilation of the Municipal Performance Management System
- 3.2.3 The Implementation of the Communication and Participation Flow Chart, attached to the Process Plan and Chapter 6

3.3 Proposed Strategic Actions

MUN/Three-1	Encourage through setting in place effective channels of communication with Ward Committees, press advertisements, news- letters
MUN/Three-2	Finalise a Communication and Participation Plan and Implementation Strategies
MUN/Three-3	Obtain professional advice on an ongoing basis and implement recommendations in respect of, <i>inter alia</i> : * financial controls and delegation of signing powers to senior officials * delegation of selected development approvals to senior officials, together with appropriate report back mechanisms * human resources, basic conditions of service, equity, allowances, job descriptions, recruitment and selection, affirmative action, skills training, labour unions, use of alcohol and drugs, impacts of HIV/Aids, sexual harassment, racism * management and use of Council assets in order to ensure an effective and efficient administration
MUN/Three-4	Review, revise and enforce effective street trading bylaws with reference to hawker sustainability and the stabilisation of the formal business sector.
MUN/Three-5	Review, update and repeat all Municipal Bylaws to ensure relevance and effective transformation, in terms of the Constitutions mandate to local government and in keeping with national programmes
MUN/Three-6	In terms of directives from national and provincial government and appropriate programmes, identify and implement the principle of joint action and public-public partnerships
MUN/Three-7	Confirm tendering and evaluation criteria, available for public scrutiny, with associated training, in order to give preference to local residents and SMME's for the delivery of goods and services
MUN/Three-8	Work on streamlining statutory processes and procedures in order to obviate delays in service delivery

4.0 MUNICIPAL STRATEGY FOUR: SECTORAL ALIGNMENT, ALLOCATION OF RESOURCES AND PERFORMANCE MANAGEMENT

4.1 Objectives

- 4.1.1 To ensure that IDP strategies, objectives and the various strategic programmes of action and associated projects are pulled together and aligned in terms of sectoral plans
- 4.1.2 To ensure that the Financial Management Plan puts the salient features of the IDP into the 3 year Medium Term Implementation Programme and the 5-year Strategic Programme to inform and guide Council's budget and funding allocation process on an annual basis
- 4.1.3 To prepare Key Performance Indicators for monitoring, evaluation, review and amendment of the IDP and SDF on an annual basis

4.2 Key Performance Indicators

- 4.2.1 Prepare Service Delivery Budget Implementation Plan (SDBIP)
- 4.2.2 Prepare an IDP Implementation Plan
- 4.2.3 Prepare a Spatial Development Framework Implementation Plan

4.2.4 Finalise the Performance Management Plan

- 4.2.5 Appoint an Audit Committee to evaluate Council's spending and service delivery in terms of the IDP requirements. The Audit Committee will be known as the Performance Audit Committee to assess IDP implementation and Council's performance (This will be a Shared Service Appointment together with the Umkhanyakude District)

4.3 Proposed Strategic Actions

MUN/Four-1	Ensure that the strategic programmes of action and projects inform and are incorporated within the all sectoral and other plans, which inform and augment the IDP process and content and augment the efficiency of the Municipality. These are set out in Chapter 7 of the IDP, as well as in Strategy One, Building a Viable and Financially Stable Municipality
MUN/Four-2	Appoint a Performance Audit Committee to overview the performance of the overview the performance of the Municipality
MUN/Four-3	Prepare an IDP Implementation Plan, as part of the Budget Time Lines document
MUN/Four-4	Prepare an IDP SDF Implementation Plan in order to ensure that the Spatial component of the IDP is implemented to guide development
MUN/Four-5	Prepare a Performance Management Plan and Keep it updated through every review period
MUN/Four-6	Prepare a Financial Strategy in order to inform Council's budget allocation process, required in terms of the IDP sectoral plans
MUN/Four-7	Prepare key performance criteria and indicators in order to inform and manage the monitoring, evaluation, review and amendment processes of the IDP on an ongoing basis